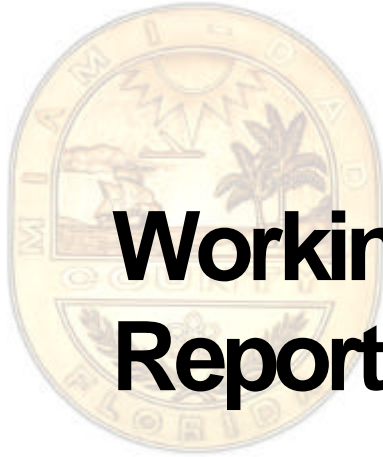MIAMIDADE

e-government

WORKING GROUP REPORT OF FINDINGS

e-government: serving the public through technology

Miami-Dade County
Office of the Chief Information Officer

Working Group Report of Findings

e-government: serving   the   public through technology

PREPARED BY THE MIAMI-DADE COUNTY
E-GOVERNMENT WORKING GROUP

May 2000

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Acknowledgments

The members of the e-government Working Group take this opportunity to thank and acknowledge the efforts of those individuals who assisted the Working Group in forming their recommendation.

The Working Group has been inspired by County Manager Merrett R. Stierheim's commitment to the use of technology as a mechanism to improve service to the public and gain efficiencies. His support of the Chief Information Officer's initiatives, particularly e-government, has been a motivation to the members of the Working Group.

It is important to note and credit the support of the County Attorney's Office during this process. On several matters, they have provided opinions and advice in areas for which there is little precedent to draw upon. The County Attorney's Office should continue to play a large role in the Miami-Dade County e-government program.

The Policy and Planning sub-committee wishes to thank the Office of the Chief Information Officer for the opportunity to participate and contribute to this countywide effort. Special thanks go to Cynthia Johnson-Stacks for providing needed legal direction, and to those members who wrote policies and actively participated.

Last but not least, the Working Group wishes to acknowledge the support and patience of Mary Hansbury, Office of Capital Improvements Construction Coordination, for providing administrative support to the Working Group.

Executive Summary

This report represents the findings of the Chief Information Officer's Working Group on electronic government (e-government).

Recommendations:

In the area of policy and planning, the Working Group makes the following recommendations:

Miami-Dade County should adopt a countywide Style Guide that will present a uniform look and ensure that electronic services are made available to the broadest population possible.

Miami-Dade County should ensure that the customer be considered in every aspect of electronic government, the customer being defined as any user of services provided via electronic means.

Miami-Dade County should review and adopt policy recommendations that have been addressed in the Policy and Planning section of this document, and included in the appendix.

Before new initiatives for e-government are started, pilot programs should be used to test the application of technology, its impact on government operations and its effectiveness in delivering services to the public. Miami-Dade County should proceed with pilot projects for e-government applications that will demonstrate the benefits and capabilities of this environment.

The e-commerce/government environment introduces many uncharted issues and questions concerning privacy versus public information requirements of government. The Working Group recommends the continued assignment of a County Attorney that can provide counsel and direction before applications and information are released to the public.

The move to an e-government environment is a significant undertaking for the county. The Working Group recommends that dedicated staff be tasked with the responsibility of coordinating the implementation and management of the e-government environment.

The e-government initiative will require specific expertise in several areas and aggressive turnaround to be effective. The Working Group recommends pursuing alternative means of implementing this initiative, including public/private partnerships.

Internet years are measured in 3-month intervals, and government practices are often more slow to respond. To be effective, the county must devise methods and procedures to address this, including the use of flexible methods of procurement as well as streamlined accountability and process approval for e-government applications.

The charging of 'convenience fees' continued as a major question throughout our sessions. Convenience fees (or surcharges) are additional charges that can be applied to the cost of an electronic transaction, often

used to offset the initial cost of system development. After much discussion, the consensus was that convenience fees were not preferred; that the cost paid by the public for obtaining county service in an electronic fashion should not exceed the cost for the same service when delivered via other mechanisms, such as telephone or counter service. The Working Group concluded that the savings in county resources and productivity in conducting business on the web made the assessment of convenience fees undesirable for the county.

Security of information and transactions was of major concern, however, sufficient expertise was not available to write a policy in this area. The Working Group recommends that the county network security policy be updated to reflect concerns related to the e-government environment.

The Working Group recommends that the county pursue grant opportunities to assist in bridging the digital divide, as well as other initiatives related to e-government.

The Working Group concludes that in order to achieve satisfaction with e-services, the county must hold conversations with the public to assess their needs and desires. These conversations will allow us to get effective input and feedback from the public via town meetings, focus groups and marketing surveys.

The communication to all departments on progress of the e-government initiatives was thought to be important. The Working Group suggests reporting on the progress of these efforts at Public Information Officer meetings.

Consideration was given to establishing an "oversight" group of some kind to direct e-government efforts. The Working Group determined that this task should be incorporated within the CIO's governance model.

In the area of applications, the Working Group makes the following recommendations:

Select one pilot application from each of the following criterion: Government to Citizen, Government to Business and Government to Government. The pilot(s) selection should be based on the following criteria:
- o Improvement of current service delivery
- o Ability to improve service delivery turnaround by shortening lines or reducing the time required to satisfy requests
- o Size of the population impacted
- o Ease of implementation

In the area of tools and standards, the Working Group makes the following recommendations:

The subcommittee's recommendation matrix, included in the Findings and Recommendations section of this document, should be used as a guide for development toolset selection. It is important to note that the evaluation of development tools should be an ongoing process driven by industry standards. It is the recommendation of the

Tools and Standards Subcommittee that the selection of any vendor toolset be preceded by a "proof of concept" at no cost to the county.

The Tools and Standards Subcommittee recommends that further analysis of third party products addressing issues such as e-commerce should be conducted in correlation with the primary vendor(s) chosen for the development of the e-government application.

Lastly, the Tools and Standards Subcommittee strongly recommended that an "ongoing" committee review current and future standards in the e-government arena.

Introduction to e-government

The revolution of the Internet in the past few years has sparked a trend in government called electronic government, or e-government. This term refers to a government's use of technology as an enabling strategy in improving service to the public and offers the government an opportunity to transform service delivery. Rather than relying on county employees to respond to inquiries or process requests for information, through the use of e-government, the public can "serve themselves" to a wide variety of information and services. Through e-government, citizens are able to get "on-line" rather than "in line", thereby increasing the efficiency with which citizens are served.

Although typically associated with the Internet, e-government encompasses other technologies that can be applied for this purpose, including telephony solutions such as Automated Voice Response, whereby the public is able to access information or conduct business via selections made on a telephone.

Use of the Internet grew substantially during the 1990s. By the end of the decade, access to the Internet was estimated at 30% of the U.S. population, according to information compiled by the U.S. Bureau of Census. Access to the telephone has been estimated at 98% of the U.S. population. As these figures continue to climb, particularly Internet access, governments increasingly turn to the Internet's World Wide Web as a medium for communication and publishing information related to the delivery of public service. As the technologies continue to evolve, governments are expanding their use of this technology by providing services on the web with which the public can interact and conduct business.

E-government initiatives offer significant benefits to Miami-Dade County and the public we serve.

- Imagine the ability to pay a parking ticket at 11:50 pm from the convenience of your home, avoiding a late penalty that would be assessed the following day. E-government, whether available on the Internet or by telephone, allows the county to extend hours of service around the clock, allowing the public to transact business 24 hours a day, seven days a week at the location most convenient for them.
- Imagine short or no waiting lines, even during peak periods. With many services provided on-line, those who elect to obtain county service via traditional counter service will experience shorter waiting lines.
- Imagine being able to renew your occupational license while on a business assignment overseas. County services and information can be made more accessible to a greater population, including those who are traveling out of the county for vacation or business.
- Imagine being able to find comprehensive information on obtaining a permit, filing your building plans and paying for your permit, without having to speak to county staff. Private sector studies have shown that a telephone call placed for service or information will be transferred an average of three times before the caller's request is satisfied. E-government can get the public directly to information and service they need.
- Imagine being able to obtain the results of a home building inspection …from your office…before the inspector has even walked off your property. E-government allows the county to streamline processes and greatly reduce the time required to satisfy public requests.
- Imagine having all county records accurately linked together, so that an address and phone number collected by one agency would be available to other agencies with which you must interact. E-government allows the county to improve the integrity of information and public records. In a traditional environment, information that is

manually entered into a computer system is prone to an estimated 30% rate of entry error, due to transcription and typographical errors. This means that the information stored in these databases can be up to 30% inaccurate. In an e-government environment, data is captured directly with the use of electronic forms, greatly reducing this potential for error.

These benefits are more than imagination. Federal, state and local governments that have moved into the electronic government environment are realizing many of these benefits today.

- The Internal Revenue Service's (IRS) Teletax/Telefile system provides tax information via telephone 24 hours a day. Telefile allows the public to file their 1040EZ tax form from a touch-tone phone. The entire filing process takes about eight minutes and there is no paper to mail. Refunds can be electronically deposited in the taxpayer's bank account within three weeks. Through customer satisfaction surveys, the IRS has determined that the number one priority for taxpayers was to eliminate human contact with IRS employees. Teletax/Telefile was designed to meet that goal.
- Miami-Dade County's Building inspection process has been streamlined to electronically provide building inspection results within minutes, where previously, inspection results took up to two days to become available to the public. These results are now captured electronically at the construction site on handheld wireless devices and made available on the Internet within minutes.
- Public Works Animal Control has used the Internet to post photographs of animals taken to the county's animal shelter. Before traveling to the shelter, the public can view these photographs to see if their lost pet has been found.

It should be noted that e-government does not replace human interaction as part of the service delivery process, but rather frees county staff to more promptly address issues and problems rather than fulfill routine information requests. By better utilizing its staff and by providing services via the Internet and telephone, Miami-Dade County stands to realize a significant improvement in customer satisfaction and government efficiency.

Consider the impact of the following facts:

> *It is estimated that the Internet consists of over 800 million web pages.*
> *(S*ource: July 1999 Nature Study*)*
>
> *The growth of the Internet has nearly doubled each year since 1981.*
> *(S*ource: Internet Software Consortium*)*
>
> *In 1998, it was estimated that 9.4 billion email messages were sent each day. That's 3.4 trillion email messages compared to 107 billion pieces of first class mail sent in the U.S. (*Source: eMarketer Survey*)*
>
> *A bank's cost to process an in-person transaction, in dollars: $1.07*
> *A bank's cost to process an Internet transaction, in dollars: $ 0.01*
> *(*Source: Wells Fargo Bank, cited in ComputerWorld, 1/5/98)
>
> *The number of Internet users worldwide currently stands at more than 150 million. (*Source: The Computer Industry Almanac Inc *)*
>
> *Seventy-five percent of Internet users are willing to use a credit card on-line*. (Source: GVU's Tenth WWW User Survey)

Consumers and businesses will place more than two billion orders over the Internet this year. (Source: Forrester Research)

Research from Forrester indicates that more than 50 percent of US households will have Internet access by 2001 and more than 1 in 3 will have purchased goods or services online. (Source: Forrester Research)

In a recent study, survey results indicate that 78% of those polled believe the Internet has improved their ability to learn things. (Source: Pew Research Center)

Sixty-four percent of Americans age 12 or older have used the Internet in the past year. Almost half of these Internet users report going online everyday. (Source: Nielsen/NetRatings)

The number of baby boomers and seniors online grew by 18.4 percent last year, making them the fastest growing Internet population, according to Media Metrix. (Source: CyberAtlas)

Miami was rated 19th in Nielsen//NetRatings Top 20 Internet Markets Based on Unique Audience, February 2000, with a local unique audience of 846,000 users. (Source: Nielsen/NetRatings, February 2000)

County's existing e-government environment

Miami-Dade County has maintained a presence on the Internet's World Wide Web since 1996. The information and services available on the county web site has grown significantly over these years. Similarly, automated voice response systems have been in place throughout the county during the 1990s to provide citizens with an ability to obtain information via telephone, and in one instance, actually pay fees via credit card on the telephone.

The amount of information available on the county web site is staggering, currently estimated in excess of 5,000 web pages. Most of these pages are informational in nature and have been published individually by various county agencies and departments. The ability to locate information on the county web site is somewhat hampered by virtue of this departmental rather than service-oriented design, and the currency of the published information varies from page to page. Miami-Dade County has implemented a few applications that allow the public to access public records, download and process forms or request information.

Formation of the e-government Working Group

In July 1999, the county hired its first Chief Information Officer (CIO), Randy Witt. One of the CIO's first steps in forming a countywide information technology program was the definition of a vision, mission and associated goals. The mission statement that he has adopted for the county's information technology initiative was derived from Miami-Dade County's Home Rule Charter.

> *"This government has been created to provide the public with full and accurate information, to promote efficient administrative management, to make government more accountable, and to insure to all persons fair and equitable treatment."*

Clearly, information technology is a key enabler in meeting these objectives. Along these lines came the development of a vision in which the county IT program would '*Focus on the Citizen*'. E-government is one of six key goals that has been established to move the county closer to the public. In November 1999, the CIO convened a Working Group to explore the issues surrounding e-government and to develop recommendations with respect to the county's move into this area. Invitations were extended to all departments to participate in this process. There was an equal need for employees with technology expertise as for employees who best understood the business of the county and how we can improve our ability to serve the public. Based upon this need to have representation from both areas, the CIO appointed two chairpersons for the Working Group. Roger T. Hernstadt was selected as the chairperson representing the business of the county, while Judi Zito was selected as chairperson to represent the technology of e-government. In addition, because e-government is closely meshed with legal and legislative policy, the County Attorney's Office was asked to provide legal guidance throughout the process.

The first meeting of the e-government Working Group was designed to provide an overview of electronic government, how it is currently used within the county and other government jurisdictions. The CIO attended this meeting to define the mission and goals of the Working Group.

> *Mission:*
>
> *To analyze the requirements and benefits for the establishment of an electronic government that will allow the county to improve service to the public through the use of technology.*

> *Goals:*
>
> 1. *Identify and address areas of policy and planning related to the implementation of an electronic government. This should include legal matters and matters of legislation that may be impacted by this environment.*
> 2. *Assess the county's existing efforts in the area of e-government. Prepare a list of proposed e-government applications by surveying county departments and agencies. Prepare a set of recommendations for the implementation of pilot projects in this area.*
> 3. *Research tools and methods available for the technical establishment of an e-government environment, including county infrastructure requirements. Develop proposed standards for this environment.*

The Working Group was also provided with background information that summarized efforts that had taken place over the previous two-year period, including research, planning and assessment of electronic commerce and public access. Much of this work was related to the initiatives of the Mayor's Blue Ribbon Task Force on Telecommunications, which recommended that the county proceed in this direction.

In subsequent meetings, the Working Group was divided into subcommittees in order to cover the diverse subject areas involved in an e-government environment: Policy and Planning, Applications, and Tools and Standards.

This effort brought many people together at varying levels of knowledge in the e-government field. Most categories of county functions were represented. The members of the Working Group, in their own estimation, have emerged better educated and enlightened on the positive results that can be achieved for Miami-Dade County government and citizens through the technological devices for delivering and informing citizens of our services. While much of their efforts led to further questions and highlighted several legal issues to be resolved, it also infused the Working Group with enthusiasm toward the effectiveness of this approach. It is far outweighed by any other challenges we may face in achieving the goal of e-government.

Related initiatives

The concepts of e-government have also been a topic of discussion amongst members of the Task Force on Organizational Structure and Long Term Strategic Planning, a task force that was formed by the County Manager as part of his "Blueprint for Organizational Reform and Accountability". The findings of this Task Force are documented in a report entitled "*Recommended Strategies to Improve County Communications, Public Perception and Public Relations*". This Task Force found e-government solutions, including both telephony and web-based technologies, to be a key enabling strategy to address problems associated with customer satisfaction and public perception. Throughout the progress of the e-government Working Group, briefings were held to inform group members of plans, status and strategies in the various initiatives outlined in the Manager's Blueprint. E-government solutions offer benefit to almost every initiative addressed by these committees.

Other county initiatives that are related to the e-government environment are noted below, and were taken into consideration by the e-government Working Group:

- Electronic Document Management System (EDMS)/Imaging

- Mayor's Blue Ribbon Panel on Telecommunications

- Mayor's initiatives to streamline the county's building process and establishment of a virtual permitting facility

- Chief Information Officer's Information Technology Strategy

- Enterprise Information Architecture study

Initiatives are underway at the state and federal level and these efforts have served as a guidepost for our work. The State of Florida has established IT Florida, a task force conceived by State Representative Luis Rojas and signed into law by Governor Jeb Bush. The Task Force consists of 34 appointed bipartisan members.

> *"The Task Force is charged with the responsibility of*
> - *developing overarching principles to guide state policy decisions with respect to the free-market development and beneficial use of advanced communications networks, and information technologies;*
> - *identifying factors that will affect whether these technologies will flourish in Florida; and*
> - *developing policy recommendations for each factor. "*

In addition, the federal government has integrated electronic government into their National Partnership for Reinventing Government.

Findings and Recommendations - Policy and Planning

The potential for e-government solutions to transform the way government serves the public is astounding and as evidenced by the Internet's impact on the business world, will drastically change how we operate and interact in the coming years. In the government arena, however, this change is tightly woven with issues of policy and planning that must be considered before we move ahead.

Consider the following:

- Access to information can empower the public but what if this information is used to the detriment of the county or the public good? How can we promote the use of information, yet minimize its abuse?
- There's no shortage of media coverage about issues of cyber security, hackers maliciously accessing or harming organizational resources. How can we protect ourselves from this trend?
- Technology advances at an astounding rate but the public's ability to make use of technological advances is often limited by socio-economic factors. How can we maximize our ability to equally deliver information and services to "have-not" segments of the population?
- There is an emerging trend in government called digital democracy and some states are now using the Internet as another medium to cast votes in elections. The Digital Divide tells us that significant segments of economically disadvantaged voters do not have access to this technology. What impact does this have on voter turnout?
- While existing laws and legislation govern what is permissible to publish, what about issues of privacy for those who do not wish to have information about themselves made available?
- Oftentimes, the way we now conduct business does not lend itself to an on-line environment. How can we best analyze and re-engineer existing practices to make the most of e-government and streamline service to the public?
- How will we market our e-government? If we build it, will they come?
- The Internet's World Wide Web is just that, world-wide. The image we portray on our web site will be seen by virtually anyone in the world who visits our site. How do we want to be viewed? How can we take this opportunity to tell our story in the most positive light? Because the web knows no geographic boundaries, who are our customers?
- We are accustomed to servicing our customers face to face (counter service) or on the phone. How do we service on-line customers, many of which will be doing business with us after normal working hours, some of which may be located across the world?
- How does e-government affect our laws regarding public records, Government in the Sunshine, etc.? In an electronic environment, what is considered a public record, what retention schedules apply and how are we able to adapt our systems to comply?
- How do we fund e-government? Should we sell advertising on the county web site, a method employed by the private sector to generate revenue?
- We are living an era of change that is taking place more quickly than any previous revolution. The next generation is a 'Net Generation' and over the next five years, those who will reach voting age and enter the workforce will have an entirely new set of expectations. This generation will expect to work, learn and conduct their business in a wired environment. They will expect access to information in order to make decisions. How can we prepare our community and our government to respond to this Net Generation?

- Existing tax laws, combined with a global market, pose a threat to state revenues collected from sales tax. Today, on-line companies are not required to collect sales tax, even though traditional 'brick and mortar' establishments must do so. Consumers and businesses will place more than 2 billion orders over the Internet this year. Under current legislation, what impact does this have on our state and local economy? What impact will this loss of sales tax revenue have on the county's ability to provide services to the public? How will this affect brick and mortar businesses in our community? What role will Miami-Dade County have in the legislative reforms that are now being proposed to address this situation?

The list goes on, but clearly, the policy and planning issues we face are daunting. The Working Group has found along the way that each issue addressed, each question asked, often raised additional issues and questions to tackle. This is a dynamic environment and policy guidelines must be flexible, adaptable and constantly addressed and reviewed/refined. It is not the Working Group's intention to address all of these matters, but rather to build a framework in which additional and future issues can be addressed. The Policy and Planning Subcommittee has tried, to the extent possible, to create policies for accessing and managing information in an electronic government environment, regardless of the specific technology being used to provide or distribute this information to the public.

A number of resources have served as a guide for work in the area of electronic government policy and planning. Other federal, state and local organizations are making significant and parallel progress in the area of e-government. For the most part, local governments are in the 'same boat' as we are, while state and federal agencies seem to be slightly ahead in their planning and implementations. The county should keep abreast of this progress and become actively involved in groups and forums related to e-government.

Most importantly there should exist a governing body for e-government policy and planning that will serve indefinitely to coordinate and formulate public policy. This should conform to the Chief Information Officer's governance model for the management of information technology in Miami-Dade County and should deal with any changes and exceptions to adopted policies and standards.

The following section outlines specific areas of policy. The Working Group has formulated policy recommendations for the consideration of county policy-making bodies and these have been included as an appendix to this document. In other areas, it was not possible to formulate a recommendation due to either time constraints or lack of information, however, these issues have been identified for further study. These areas of policy have been categorized into five sections: Accessibility and Design Standards, Financial/Economic Issues, Privacy and Confidentiality, Customer Service and Planning.

Accessibility and Design Standards

> *Policy statement - Accessibility*
> *Miami-Dade County will develop a countywide Style Guide that will present a uniform look and ensure that electronic services are made available to the broadest population possible.*

Access refers to the public's ability to 'get to' technology and make use of the information and service provided. Before issues related to access can be explored, it is necessary to define the intended audience for information and service and understand the issues faced by the various segments of the population.

Persons with Disabilities

Visually impaired individuals are able to access web-based services through specialized technology that 'reads text out loud' as it appears on a web page. In order for this text to be interpreted by one who is visually impaired, it must appear in a text, rather than graphic, format. Moreover, design and layout of the screen dictates the ability of this technology to work successfully. Certain technologies such as frames (used to create sections of the screen) introduce difficulties when text reader technology is used to interpret the web page.

Hearing impaired individuals face challenges in using telephone systems such as voice response and voice mail. Specialized equipment, known as TTY (Teletype), assists these individuals in making use of automated voice solutions.

Other medical disorders can impact an individual's ability to use technology solutions. For example, studies have shown that certain color combinations and animations that are used in web design can trigger epileptic seizures.

Persons with disabilities represent a significant percentage of the population, but more importantly, they represent a population that can reap the greatest benefits from being able to access information and services from locations such as home or office, thereby reducing their need to travel to county facilities.

Access for "have-not" segments of our community

Studies have demonstrated that there are marked differences in access to technology along racial, ethnic and other socio-economic lines. The federal government has issued a report on this very topic and coins the phenomenon the 'Digital Divide'. Individuals who fall within the category of "have-nots" either have no access to technology or have older, often obsolete computers which limit their access.

Following are excerpts from the U.S. Government's report on the Digital Divide issued in November of 1999 and encompassing a nationwide picture of the issues of access.

> *"Households with incomes of $75,000 and higher are more than **twenty times** more likely to have access to the Internet than those at the lowest income levels, and more than **nine times** as likely to have a computer at home.*
>
> *Whites are more likely to have access to the Internet from home than Blacks or Hispanics have from **any** location.*
>
> *Black and Hispanic households are approximately **one-third** as likely to have home Internet access as households of Asian/Pacific Islander descent, and roughly **two-fifths** as likely as White households.*
>
> *Regardless of income level, Americans living in rural areas are lagging behind in Internet access. Indeed, at the lowest income levels, those in urban areas are more than twice as likely to have Internet access than those earning the same income in rural areas.*
>
> *The gaps between White and Hispanic households, and between White and Black households, are now approximately five percentage points larger than they were in 1997.*
>
> *The digital divides based on education and income level have also increased in the last year alone. Between 1997 and 1998, the divide between those at the highest and lowest education levels increased 25 percent, and the divide between those at the highest and lowest income levels grew 29 percent. "*

The government, perhaps unlike commercial entities, faces an obligation to the extent possible to provide equal access to information and services. In general terms, information and service on the web should not be for the exclusive use of businesses and residents who have the latest and most sophisticated computers and Internet connections. Moreover, access should include options for segments of the population who do not have computers in their home or place of employment. Publically accessible Internet 'terminals' provide a means to

achievo this. At the present time, the Miami-Dade Public Library System provides free
Internet access from all 31 library branches, throughout the county. This effectively provides
Internet access in most neighborhoods and communities.

Language barriers

Miami is a culturally diverse community in which many languages are spoken. Translation
software and services make it possible to translate text that appears on the web in a variety of
languages, however, the resulting translation does not always render the intended message,
and would require monitoring and review. The county web site, now hosting over 5,000
pages of information, is published entirely in English, with a few minor exceptions.
Duplicating this information in alternative languages would require a substantial investment,
as well as costs for on-going maintenance. In addition, the county is moving in the direction
of providing information produced from county databases and this information is not stored in
languages other than English. It is the recommendation of the Working Group that the
requirement for language translation on the web be governed by existing and future legislation
that deals with requirements to publish county information in other languages.

Universal Access

As the Information Age continues to unfold (actually explode), there are an ever increasing
number of choices to make in selecting computer hardware, software, Internet Service
Providers and methods of access to the Internet. Involved in this is a myriad of operating
systems and browsers that can run on client computers (computers used by the public).
Specialized access requiring that text be 'read' to the visually impaired or translated into other
languages complicates the technological mix that our customers, the public, possess. The
concept of Universal Access embraces a design approach that does not exclude any of these
customers but allows access to information and services on the Internet regardless of
technology configurations. Designing web content that is supported by only specific
computer types or configurations imposes a limitation on access.

Financial and Economic Issues

Financial and economic considerations are a large part of an e-government environment.
Some of the applications that are likely to be included in the county's initiative involve the
electronic payment of fines and fees. These transactions typically involve the use of credit
and debit cards. This requires that the county establish agreements with banking institutions
and others involved in the area of electronic commerce. The coordination of this function
should be handled by the Miami-Dade County Finance Department.

Although there is a great potential for electronic government to result in cost savings for the
county and the public, it requires an initial investment for the implementation of these
systems, as well as the infrastructure that is required to support them. For the most part, these
costs have not been included in current county budgets, impeding the ability for departments
to move forward with their plans for electronic services. Some jurisdictions have considered
selling advertising as a mechanism to generate revenue to fund these projects, although very
few have elected to move forward in this area. Many feel that it is inappropriate to
commercialize an official government site with advertisements. The Working Group did not
reach a conclusion in this area, but recommends that this option be further explored.

> *Policy statement*
>
> *Miami-Dade County will ensure that the customer be considered in every aspect of electronic government, the customer being defined as any user of the services provided via electronic means.*

Opportunities for significant improvement in customer service become available through e-government and can transform the way many services are delivered by the county and perceived by the public. County services become available around the clock, allowing the public to use them at the times and places that are most convenient for them. We become an organization driven by the convenience of the public, rather than our office hours. Demand for service will increase as availability invites the public to request more services in an effort to improve their lives and the community.

Responsiveness and the use of email

By making information and service more readily available, there is an increased expectation by the public for faster response to their needs. During the last holiday season, many on-line merchants learned first hand that customer service in an on-line environment can impact their business operation.

There is little more frustrating to the public than non-responsiveness. Surveys conducted have indicated that the public expects a response to their inquiry, even if only to indicate when their issue will be dealt with. The decision to make information and service available on the web brings with it the inevitability of email that will be sent to the county. The county has several options to choose from in implementing a support structure that includes electronic mail:

- Do not accept email from the public. Although this may sound a bit extreme, it is actually a policy that has been adopted by some major organizations. Southwest Airlines, known within the airline industry for exceptional customer service, has opted not to provide email links on their web site. It is their opinion that they are not prepared to deal with the volume of email that may be expected and do not want to set an expectation in the customers minds that they are unable to meet. The following message is posted on their web site:

  > *"Why We Don't Accept E-Mail*
  >
  > *At Southwest Airlines, we want to provide you with the best possible Customer Service by responding to your concerns and questions in a timely manner. At the moment, our ability to support e-mail in a manner consistent with our service expectations is not fully in place. Please feel free to drop us a line at the above address."*

- Direct all email to a single contact point so that response to the email can be tracked and monitored by a central intake function.

- Provide differing email links throughout the site, placing the responsibility for response on the agency that is most closely associated with the published information.

The committee suggests that mechanisms for on-line customer service should be incorporated into the county's overall customer service and satisfaction program.

Market surveys

> *"The worst thing we can do is do the wrong thing well."*
> *- Irwin Miller*

In order to improve customer satisfaction, we must first understand what the customer wants from government in the way of service and information. The IRS, once under the assumption that the public's number one desire was to receive their tax refunds most expediently, targeted their customer service program toward that end. In a nationwide survey, they learned that in fact the public's number one desire was to minimize or eliminate human contact with IRS representatives. This caused a radical change in their customer service program, resulting in an overall improvement in customer satisfaction.

Prior to the formation of the e-government Working Group, the subject of customer surveys as a tool to assess the needs of the public was discussed at length by members of the Manager's Task Force on Organizational Structure and Long-Term Strategic Planning. The recommendation to proceed in this area was ranked second only to the establishment of a countywide Customer Service program. The Working Group concurs with the recommendation of this Task Force and suggests that these surveys be crafted in such as way as to determine what needs exist that can be effectively satisfied by technology solutions.

Availability of on-line services

Once a service has 'come on-line' there is an expectation that it will stay there, with consistent availability to the public. The county must ensure that it provides a secure and reliable infrastructure upon which these e-government services will reside.

Privacy and Confidentiality

The experience of the Social Security Administration (SSA) in providing on-line benefits statements serves as good example of how privacy and confidentiality take on a stronger meaning when dealing with the Internet environment. The SSA had provided benefits information via an Automated Voice Response system for years, during which time issues related to privacy/confidentially never surfaced. In 1996, efforts were undertaken to make this same information available on the Internet, whereby an individual could obtain customized benefits information by providing his or her social security number. The addition of the Internet as a medium to communicate this information created a great deal of public outcry to the point that the on-line service was ultimately eliminated. People felt that this information was personal and that making it available on the web was a violation of their privacy.

> *Policy Statement*
>
> *Miami-Dade County will seek to balance, as best as possible, citizens' right to access public information via electronic means and citizens' concerns for privacy and confidentiality. Prior to placing information in an electronic forum, departments will consult with the County Attorney's office to ensure legal issues regarding public access to information as well as privacy and confidentiality issues have been addressed.*

The Working Group recommends that before placing public records on the Internet, county policy makers should convene to explore issues of privacy and confidentially and formulate a countywide policy in this area.

Planning

Planning provides the basis for measuring performance. Based on long-term goals, short-term (current fiscal year) objectives can be developed. These short-term objectives must be part of an overall strategy that includes mid range objectives (2–5 years) in order to give them context and direction. The pace of change in the current technology environment is very dynamic, while the pace of change in government tends to be very slow.

Following a strategic planning process, the CIO has developed a 'Vision for Information Technology' in Miami-Dade County government and helped to define our mission. Now we must create the tactical plan by identifying specific services and action steps that will be taken in our next fiscal year. The development of an ongoing planning process is key to ensuring our future success.

Through proper planning we can provide the tools for a responsive government to provide the best service possible for its customers. Planning will help management monitor performance and allocate resources.

A formal planning process allows us to establish priorities and examine challenges and opportunities that exist now or in the future. It provides a mechanism for the coordination of the many interrelated parts of Miami-Dade County. In large complex systems the best solutions of each of the parts do not automatically fit together to form the desired whole. Management must look at the enterprise as a whole, not just examine the parts.

Challenges

There must be a process to provide timely response to external demands. In this technological age, solutions must be found that can be implemented within months, not years. The pace of technological change is so great that policies cannot be written for specific platforms, but must be broad enough to anticipate that new solutions will be found on a regular basis. Planning helps the organization stay on course.

One of the biggest challenges to government today is the huge volume of paper-based records that must be kept to comply with existing regulations, which require documentation to be kept for long periods of time. We need to examine the full lifecycle of records to determine our service requirements for both internal and external customers.

We can expect technology to provide us with solutions to create better records management systems. The biggest benefit will come when the new technology is used to create knowledge systems. Access to more information, with much faster retrieval, will enable the creation of knowledge workers and allow for better decision-making.

It is the tendency of individuals to create personal working files rather than invest their time helping to create centralized databases. One of the reasons for the slow pace of change in large organizations is the large amount of time it takes for new workers to acquire the knowledge of their predecessors. When older workers leave, they take their knowledge with them. The creation of new knowledge-based systems will enable us to improve performance through learning based on our accumulated knowledge.

Middle management usually stays focused on day-to-day activities. This can be harmful to the overall performance of the organization, as it tends to draw resources into areas counter to long-term returns on investment. Departments that focus on applying technology to improve existing operations (laying new technology on top of old processes) are also resisting the power of technology to transform the entire organization. The greatest efficiencies from technology come from its ability to strategically redesign business processes.

Business process re-engineering must be done systematically and rationally. It requires a sound basis in planning. There should be a sound business case to establish why change is necessary and desirable. There should be an overall program for change that allows many programs to move forward while resisting the simultaneous launching of too many new initiatives.

> *Policy Statement:*
>
> *Before new initiatives for e-government are started, pilot programs will be used to test the application of technology, its impact on government operations and its effectiveness in delivering services to the public.*

Opportunities

There is a substantial difference between the business of government and the governance business. County departments seeking ways to improve their operations are interested in developing web technologies based on e-commerce. But what of e-governance? Who is developing the web technologies to link citizens to their elected representatives? What are the most important issues in our county today? How do we relate the regulations passed by the Board of County Commissioners to the administration of those regulations? We must be able to balance new opportunities for the private sector to conduct business with Miami-Dade County through the Internet with opportunities for county staff to use the Internet for the county's business. Our customers are not just citizens and residents, but they include businesses, non-profit organizations, other government agencies and other county departments.

The Internet has opened up many opportunities to create new value-added products. E-businesses use customer profiles to cross-sell products to established customers. Customers who place many different items in their "shopping baskets" help businesses reduce accounting and shipping costs. There is a definite need for better-integrated customer service management. A customer of the planning department is likely to become a customer of the building department (just as a customer of Parks may become a customer of Cultural Affairs). People want personalized service and we must be able to meet specific customer needs.

The systems we develop should be flexible – portable, expandable and migratable, well documented and user-friendly. We can facilitate systems integration through a common architecture.

To gain user acceptance and improve workflow we must effectively market the value-added nature of the new services. There must be proper training for staff. The CIO must promote efficiency, economy and performance. Under the leadership of the CIO we can facilitate standardization, develop economies of scale and develop synergies of productivity. There must be a way to change reward systems to encourage employees to embrace strategic objectives and encourage change.

Solutions

The subcommittee has recognized that time constraints prevent members from making more than modest commitments to the countywide process as each is involved in implementing technology within their own departments. Although each person brings with them a range of experience, it has been difficult to bring together a team of professionals on a regular basis that can "think outside the box" to establish countywide solutions. Each department recognizes the need for outside professionals to work with them to reengineer existing business processes. To best utilize technology, existing workflows may change and with that

change, job responsibilities may shift. Existing departments and large bureaucracies tend to resist change and make it difficult to create new job descriptions for existing personnel.

Where do we begin? By making a good START – establishing a Strategic Technology Advanced Research Team. A small team of independent Information Technology professionals should be established to provide outside expertise to existing departments. This team will be responsible for seeking out new technologies and encouraging their use when effective strategies for implementation can be developed to create new efficiencies. They will research the best practices of other organizations to be adapted for use in our own.

This team should consist of strategic planners and information service professionals who are entrepreneurially-oriented. They would advise the CIO on new opportunities and help match pilot programs to existing MIS staff. They will provide Project Management expertise. They can also serve as the watchdog for standards.

Summary of Policy Recommendations

Policy recommendations that address many of the issues discussed in this section are included in the appendix of this document. These recommendations are summarized in the table below. Where policy recommendations have been formulated by the committee, it is so noted with an asterisk (*).

I   PRIVACY and CONFIDENTIALITY
1. Authorship of information
2. Definition - data, information, knowledge
3. Determination of confidentiality and non-confidentiality of information*
4. Determine who does not have access
5. Determine who has legitimate access within governments*
6. Establishing information ownership (including where such information is shared)*
7. Liability of staff and or government providing online information*
8. Link county Government across various levels of government
9. Link county government information internally
10. Misuse of information (Public users, contractors and county employees*
11. Permission to use and/or release information*
12. Privacy of business information (internal and external to the county*
13. Privacy of personal information (internal and external to the county)*
14. Protection against abuse of access and user rights
15. What is our information - ownership, shared data, monitoring/evaluation*

II   ACCESSIBILITY AND DESIGN STANDARDS
1. Access to information to and for business
2. Access to information to and for private citizens
3. Archiving and retrieval
4. Branding: Consistent look, feel and use of plain language to promote ease of use*
5. Build in flexibility - "change" *
6. Coordination of information holdings and access to such holdings, central and de-central control.
7. Correction measures and procedures.*
8. Data and information standards
9. Deficiency reporting and problem resolution
10. Delegating/empowering rights to release information *
11. Duplication of information
12. Establish direct access points (considering the directives under the privacy policy)
13. Establish information formats and access*
14. Information release protocol and procedures

15. Links – Web sites (External private and public sites)
16. Maintain historical information in usable format and physical capability to retrieve archived information
17. Managing information release and access
18. Public ability to access information with regard to disabilities, literacy, language, technology and equipment*
19. Public participation and consultation in design and accessibility
20. Records management; deleting, retention, determination of what is and can be released
21. Security in design and prevention against unauthorized access
22. Security; Management and administration (see security in design)

III   FINANCIAL AND ECONOMIC ISSUES
1. Contracting for services/outsourcing (include disclaimers etc. for lost info., process delays, lags)
2. Copyright - who owns information, reproduction
3. Cost avoidance productivity improvements and savings opportunities
4. Counterfeit Sites
5. Determine if and how value is added to information
6. Determine who keeps revenues for online sales
7. Disclaimers (approach to including and publishing disclaimers)
8. Electronic Payment and confirmation
9. Electronic Signatures
10. Encryption
11. Marketing and advertising and sponsorships
12. Monitoring for copyright infringement
13. Pay per use (user pay) policy – to be coordinated with state regulations and directives
14. Permission to use/release/sell information
15. Pricing, transaction fees and taxes
16. Product development, intellectual property and copyrights
17. Resource allocation (HR and equipment)

IV   CUSTOMER SERVICE
1. Appeal *
2. Connection measures (procedures)
3. Customer service needs and response time *
4. Definition of the Customer *
5. Determination of customer needs*
6. Information accuracy and reliability (also include timeliness and information sources) *
7. Point in time information *
8. Quality control*
9. Response time and infrastructure capacity *
10. Surveys and customer feedback*
11. Updating and keeping information current*

V   PROJECT ROLLOUT, PILOT PROGRAM AND PLANNING
1. Broad public participation/consultation
2. Budget Support *
3. Contracting for rollout
4. Employee training
5. Meeting Published Standards
6. New initiatives and project execution*
7. Pilot Programs*
8. Planning and execution*

9. Prioritization of projects*
10. Resolution of conflicting regulations
11. Staffing and resource allocation

Findings and Recommendations – Tools and Standards

In order to implement e-government solutions, the county must select the technological methods and tools required for this environment.

The Tools and Standards Subcommittee was tasked with the following:
- Inventory existing tools and standards now in use for the e-government environment
- Identify technology platforms and environments for e-government applications
- Analyze vendor offerings for existing platforms and environments
- Formulate recommendations for tools and standards in the e-government environment

The county possesses a valuable asset in the amount of information and public records that are stored in computer systems, some of which have been built upon for over 30 years. These repositories of public records, owned by the public, preserved and maintained by the county, can be made available to the public via e-government solutions. They represent the largest investment that can be made in e-government solutions and the county enjoys the benefit of already having captured most of this information in electronic databases. The county, however, faces a challenge in making these public records available on the web (referred to as web-enabling) because of the diverse set of computer technologies that are currently in place, including the following:
- Legacy systems – over 67 mission critical systems reside on the county's mainframe computer, including systems such as Payroll and the Criminal Justice Information System. This environment consists of a predominately IBM based hardware and operating system environment with most data repositories built upon Computer Associates' Integrated Database Management System (IDMS).
- Geographic Information System – since 1989, the county has been building what is today a world class geographic information system. The creation of GIS 'layers' is based upon foundation layers of digital information that represent all county street centerlines, a county-wide parcel based map and aerial photography of the county's urban area. Aligned to this base information are over 140 other layers of geographically based information, including political boundaries, flood zones, county facilities (such as Police and Fire stations) and transportation routes (bus, rail and mover). The GIS was developed using specialized software from Environmental Systems Research Institute (ESRI) and runs on a sophisticated midrange computing platform.
- Administrative applications – Some systems, including the county's legislative tracking system (Legistar), have been developed using client server technology within a personal computing framework.

At the time these systems were developed, the selection of software development tools was largely a function of the size of the application, functionality requirements and cost.

The Tools and Standards subcommittee's mission was to evaluate the existing development toolsets available from the leading e-commerce/technology companies in conjunction with Miami-Dade County's IT infrastructure. With technical representatives from several county departments, the subcommittee met with eight industry-leading vendors to evaluate their current development tools, standards and methodology. In addition, several other vendors submitted product information, but the product offerings were outside the Subcommittee's scope.

Because of the diversity of the systems in place, and the platforms on which information resides, it is not practical to select a single tool for web enabling information. The Tools and Standards subcommittee assumed the challenge of researching e-government technology within each of these basic technology frameworks in an attempt to narrow down the tools and

standards appropriate for each. A definitive selection of standard tools and practices for the implementation of e-government solutions could not be finalized by the Working Group during the timeframe that this group has convened. We recommend that the county proceed with pilot applications within each of the computing environments outlined previously and during this process evaluate available technologies.

This committee has outlined a basic framework for the technological infrastructure required to support e-government. These requirements have been reflected in the CIO's capital budget submission for 2000/2001.

Technology is changing at an alarming pace, making organizations reluctant to make substantial investments in tools and technologies that may prove to be obsolete, even before the procurement process is complete! Therefore, it is difficult to maintain a staff of IT professionals who are trained in the latest product offerings and technologies. In areas such as electronic commerce there is a high risk to be assumed if systems are not implemented properly due to a lack of experienced and trained staff. When this situation exists, it may be in the county's best interest to engage the services of specialized providers who have gained this experience and can demonstrate their ability to deliver and maintain these systems. Where feasible, county staff can work closely with vendors during these initial implementations in order to gain the experience required for future, similar implementations as well as on-going maintenance.

The selection of tools for the e-government environment should be evaluated against the criteria outlined by the Policy and Planning group. Any limitations of the software being considered should be clearly identified, such that the limitation can be considered when e-government applications are matched with tools. In addition, tools used for e-government implementations should be included in the county's standards process.

The subcommittee has developed a matrix, outlining toolset recommendations for various computing platforms and environments. This matrix should serve as a guide based on the department's IT infrastructure for development toolset selection. It is important to note, with the rapidly changing IT environment, the evaluation of development tools should be an ongoing process driven by industry standards. It is the recommendation of the Tools and Standards Subcommittee that the selection of any vendor toolset be preceded by a "proof of concept" by the vendor at no cost to the county.

Due to time constraints, the Tools and Standards Subcommittee was unable to evaluate all aspects of e-government/e-commerce including:
- Web application tools
- Website management tools
- Website development guidelines
- E-commerce

The Tools and Standards Subcommittee recommends that further analysis of third party products addressing issues such as e-commerce should be conducted in correlation with the primary vendor(s) chosen for the development of the e-government application.

Lastly, the Tools and Standards Subcommittee strongly recommended that an "ongoing" committee review current and future standards in the e-government arena.

Current Environment			Recommended Vendor Toolsets
Mainframe			
Hardware Environment	Operating System	Database	
S/390	OS/390	IDMS	➢ IBM
			➢ Information Builders
S/390	OS/390	DB2	➢ IBM
S/390	OS/390	VSAM	➢ IBM (mainframe)
			➢ Microsoft (client/server)
Midrange			
Hardware Environment	Operating System	Database	Recommended Vendor Toolsets
AS400	OS400	DB2	➢ IBM
Alpha	Open VMS	RDB	➢ Information Builder
			➢ Oracle
Risc 6000	AIX	Oracle	➢ IBM
			➢ Oracle
Client / Server			
Hardware Environment	Operating System	Database	Recommended Vendor Toolsets
Intel	Windows NT	Oracle	➢ IBM
			➢ Microsoft
			➢ Oracle
Intel	Windows NT	MS SQL Server MS Access	➢ Microsoft
			➢ IBM
Miscellaneous			
Specific Task			Recommend Vendor Toolsets
Screen Scraping			➢ ClientSoft
			➢ IBM

Findings and Recommendations – e-government applications

The county is comprised of over 40 departments and agencies covering a broad spectrum of service areas, including Transportation, Public Safety / Criminal Justice, Human Services, Economic Development, Recreation & Culture, Infrastructure / Enforcement, General Government. Each of these departments represents a set of services that lend themselves to an e-government environment.

There are various types of e-government applications, some of which can be categorized as follows:

> *Publication of information. This represents a monologue with the public, in that the application is designed to inform the public. This is best related to an on-line publication.*
>
> *Requests for information. Citizen has the ability to request information from the county. The use of on-line and download-able forms are involved.*
>
> *Access to public records – Provides the public with on-line access to county records*
>
> *Electronic payment – ability for the public to pay fees, fines and service charges associated with county service. This can include the payment of traffic citations, purchase of a building permit or payment for parks and recreation activities. Can also involve two-way payment for procurement related activities, whereby vendors are able to pay fees to the county and the county is able to procure services, via an e-procurement environment.*

A further classification of these applications defines them with respect to the audience served.

> *Government to Citizen applications are designed to provide information and/or service to the general public. An example of this would be the ability to file a citizen complaint via the web, or payment of a parking violation,*
>
> *Government to Business applications involve areas in which commercial entities rely on the county as part of their business process. An example of this would be the filing of occupational licenses or vendor registration.*
>
> *Government to Government applications are those which involve transactions between two governmental entities. An example would be the issuance of state licenses and auto tags by county offices.*

This distinction is important when selecting e-government applications, as certain considerations apply to each situation. For example, research indicates that there is a higher level of Internet access amongst the business community than the general public. This fact may influence the decision in selecting the appropriate medium to provide information, given a choice between an Automated Voice Response system or a web based solution.

The Working Group addressed these situations as it gathered information from county departments with respect to future, planned and proposed e-government applications. The Applications subcommittee reviewed the results of this survey process and formulated a list of fifteen applications that are recommended for consideration as pilot projects.

The Application sub-committee received surveys from **29** county departments. A total of **158** county services were identified by the departments as targets for current, planned or potential e-government projects. Survey information was compiled in spreadsheets to facilitate review and evaluation process. Each submission was evaluated on its merits as an e-government pilot project. Although many factors were considered, the major criteria used in the pilot

project selection process were impact on the community, size of the population impacted, ease of implementation

The group used a number of criteria to reach this recommendation, including:

- Impact on the community (e.g. improvement of current service delivery and removal of obstacles like long lines, long phone wait, backlog)
- Size of the population impacted
- Ease of implementation
- Implementation time frame
- Barriers to providing service on-line
- Volume of on-line activity anticipated

Proposed service	Description	Comments
Bid announcements and documents on-line	Post county bid opportunities on the web, including listings and status of bids and the ability to download bid documents.	
Traffic and parking citation payments on-line	Accept electronic payment for parking and traffic citations on the web.	This service is now available through voice response
Occupational License renewal	Accept electronic payment for occupational license renewals on the web.	
Request county service	Ability for public to submit complaints and requests for service on the web	
Building permits	Accept electronic payment for building permits which do not require a plan review	Known as subsidiary permits
Code enforcement citation payment	Accept electronic payment for code enforcement citations	
Juror services	Allow citizens summoned for jury service to be able to confirm the date and location of their service and request postponement of service or excusal from service.	
On-line vendor registration	Accept electronic payment for vendor registration	
County calendar of events, meetings and activities	Provide a comprehensive calendar of all county sponsored activities, with the ability for county agencies to add their own information	
Vendor payment inquiry	Provide on-line status of invoices that have been submitted for payment	
Civil court information		
Web cast Miami-Dade Television broadcasts	Provide on-line web casting of cable programming, to include Commission meetings and other programming.	
Electronic filing of pleadings		
Water and sewer bill payment	Accept electronic payment for water and sewer bills	

Appendices

Glossary of terms

The following definitions shall be used when applying the policies pertaining to government-held information:

Administrative Records: Records common to all units of government and distinct from operational records. Administrative records supporting housekeeping functions such as the management of facilities, properties, materiel, finances, human resources, and information systems.

Archival quality: The material properties inherent in any medium permitting its preservation under controlled conditions.

Archival value: The values, evidential and/or informational, that justify the continuing retention of records as archives. For definitions of evidential value and informational value, see below.

Availability: The condition of being usable on demand to support business functions.

Classification system: A logical and systematic arrangement of records into subject groups or functional categories using numbers or letters for identification

Compromise: Unauthorized disclosure, destruction, removal, modification or interruption.

Confidentiality: The sensitivity of information or assets to unauthorized disclosure, implying a degree of injury should unauthorized disclosure occur.

Contracting process: Includes bidding, negotiating, awarding, performance and termination of contracts.

Copy: A duplication of a document prepared simultaneously or separately, usually identified by function or by method of creation.

Disaster plan: A written and approved plan detailing how records will be handled in a disaster prior, during and after in the recovery stage. Also includes interim operating procedures

Dispersal: A process for safeguarding records in which copies are transferred to locations other than those where the originals are housed.

Disposition: The actions taken with regard to inactive records as determined by their appraisal pursuant to legislation, regulation, or administrative procedure. Actions include transfer to an archives or destruction.

Electronic commerce: All that is necessary to establish and/or operate a business. It may include:
- establishing business relationships with partners;
- establishing and sharing procedures and data standards;
- handling transactions electronically such as generating, using and transmitting electronic forms or images, delivering statements of accounts, placing orders or registering, and paying for goods or services;
- using electronic signatures on forms or no signatures if the form is used in the normal course of business;
- providing, sharing or exchanging bulk electronic data;
- setting and charging fees for access and service;
- establishing relationships with financial institutions so that fees may be automatically deducted from clients' accounts; and
- creating and signing contracts that establish responsibilities/obligations, liability and disclaimer clauses, copyright.

e-government - abbreviation for electronic government, meaning the provision of government services through electronic means, such as Electronic Data Interchange (to conduct business with contractors) or Electronic Benefits Transfer (to deliver benefits to constituents). Although closely related to electronic commerce, the term also embraces technologies other than the Internet, such as voice response systems and interactive kiosks.

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Employee: All persons employed by Miami-Dade County including:

- Employees of any department, agency, board, commission, Crown corporation, institution, committee, or council reporting or responsible to the Government of Miami-Dade County;
- Civil servants, as defined in the _____
- Persons retained under an employment contract to perform services for the county;
- Appointees to any department, agency, board, commission, Crown corporation, institution, committee, or council reporting or responsible to the county;
- Persons in a volunteer position with any department, agency, board, commission, Crown corporation, institution, committee, or council reporting or responsible to the county; and
- Persons performing services on a casual, term, or temporary basis for any department, agency, board, commission, Crown corporation, institution, committee, or council reporting or responsible to the county; this includes students or persons on a cooperative work-term, or work-experience project.

Essential record: (See also, Vital record). A record containing information essential for Emergency operations during a disaster; the resumption and/or continuation of operations; the reestablishment of the legal, financial, and/or functional status of the organization; and determination of the rights and obligations of individuals and corporate bodies with respect to the organization.

Evidential value: The value of records/archives of an institution or organization in providing evidence of its origins, structure, functions, procedures and significant transactions as distinct from informational value.

Government-held information: Information that is received, collected, created, processed, disseminated, deposited, or held by any department, agency, board, commission, Crown corporation, institution, committee, or council reporting or responsible to the Government of Miami-Dade County, including, but not limited to, the Office of the Inspector General, the department of Elections, and includes a public body designated as a public body. This includes all information regardless of medium or characteristics.

Information holdings: All information under the control of the government, regardless of physical mode or medium in which it is stored. Materials held by government libraries that were not prepared or produced by or for the government are excluded from this definition.

Information Resource Management: Includes the management of (1) the broad range of information resources, e.g., printed materials, electronic information, and microforms, (2) the various technologies and equipment that manipulate these resources, and (3) the people who generate, organize, and disseminate those resources in order to accomplish specific organizational objectives.

Information technology: The scientific, technological and engineering disciplines and management practices used in electronic information handling, communication and processing; the fields of electronic data processing, telecommunications, electronic networks, and their convergence in systems; applications and associated software and equipment together with their interaction with humans and machines.

Information technology security: The protection resulting from an integrated set of safeguards designed to ensure the confidentiality of information electronically stored, processed or transmitted; the integrity of information and related processes; and the availability of systems and services.

Informational value: The value of records/archives for reference and research deriving from the information they contain as distinct from their evidential value.

Integrity: The accuracy and completeness of information and assets and the authenticity of transactions.

Interruption: The non-availability of information, assets, systems, or services. Interruption can be accidental or deliberate.

Inventory: In records management, a detailed listing of the volume, scope, and complexity of an organization's records, usually compiled for the purpose of creating a records schedule.

Life cycle (of a record): The life span of a record from its creation or receipt to its final disposition.

Market Price: The actual price at which a given commodity is currently sold, or has recently been sold, in the open market, that is, not in a forced sale, but in the usual and ordinary course of trade and competition, between sellers and buyers equally free to bargain, as established by records of recent sales. If records of recent sales are unavailable, the market price is an estimation of the actual price that the commodity would command on the open market.

Modification: The alteration of information, data, software or information technology systems equipment.

Operational records: Records which support or result from the mandate, functions and activities of an organization and are unique to that organization.

Original: The initially created document as distinguished from any copy thereof. (Dictionary of Archival Terminology. International Council on Archives [ICA], 1988.)

Personal information: Any form of recorded information about an identifiable individual. See the Freedom of Information and Protection of Privacy Act for examples. Personal information, a subset of other sensitive information, deserves enhanced protection.

Physical security: Protection, detection and response mechanisms used in the physical environment to control access to sensitive information and assets.

Preservation: The totality of processes and operations involved in the stabilization and protection of documents against damage or deterioration and in the treatment of damaged or deteriorated documents. Preservation may also include the transfer of information to another medium, such as microfilm.

Record(s): Recorded information (document[s]) regardless of form or medium created, received and maintained by an agency, institution, organization or individual in pursuance of its legal obligations or in the transaction of business.

Records schedule: A document describing records of an agency, organization, or administrative unit, establishing a timetable for their life cycle, and providing authorization for their disposition.

Retention: The length of time, usually based upon an estimate of the frequency of use for current and anticipated business, that records should be retained in offices or records centers before they are transferred to an archives or otherwise disposed of. Refer to "A Glossary for Archivists, Manuscript Curators, and Records Managers. Society of American Archivists [SAA], 1992."

Risk assessment: An evaluation, based on the effectiveness of existing or proposed security safeguards, of the chance of vulnerabilities being exploited.

Security copy: A copy of a document made in order to preserve the information it contains in case the original is lost, damaged or destroyed.

Security standard: Level of attainment regarded as a measure of adequacy; security requirements and guidelines approved for government-wide use.

Sensitive information: Information that may qualify for an exemption or exclusion under the Freedom of Information and Protection of Privacy Acts and the compromise of which could reasonably be expected to cause injury to interests protected by the Freedom of Information and Protection of Privacy Acts.

Standard for Operational Records (STOR): The government-wide standard for the classification, description and scheduling of operational records. STOR is a block numeric records classification system, reflecting function and subject, for the classification of all types of operational records.

Tradeable Information: Government-held information which may have commercial value and which it is permissible to release for a consideration under the Freedom of Information and Protection of Privacy Act (FOIPOP) and any other legislation concerning access to government-held information, and with due concern for privacy, confidentiality and public security.

Vital record: A record containing information essential for Emergency operations during a disaster; the resumption and/or continuation of operations; the reestablishment of the legal,

financial, and/or functional status of the organization; and determination of the rights and obligations of individuals and corporate bodies with respect to the organization.

Vital records management: The application of records management principles and techniques to ensure the preservation of vital records in cases of emergency or after a disaster.

Vital records schedule: Detailed instructions identifying types of vital records, locations, and retention requirements.

Vulnerability: An inadequacy related to security that could permit a threat to cause harm; an inherent weakness in information technology that makes it particularly susceptible to compromise.

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Areas of policy

	I	PRIVACY and CONFIDENTIALITY	
1.		Authorship of information	
2.		Definition of data, information and knowledge	
3.		Determination of confidentiality and non-confidentiality of information	
4.		Determine who does not have access	
5.		Determine who has legitimate access within governments	
6.		Establishing information ownership (including where such information is shared)	
7.		Liability of staff and or government providing online information	
8.		Link county Government across various levels of government	
9.		Link county government information internally	
10.		Misuse of information (Public users, contractors and county employees	
11.		Permission to use and/or release information	
12.		Privacy of business information (internal and external to the county	
13.		Privacy of personal information (internal and external to the county)	
14.		Protection against abuse of access and user rights	
15.		What is our information - ownership, shared data, monitoring/evaluation	
	II	ACCESSIBILITY AND DESIGN STANDARDS	
1.		Access to information to and for business	
2.		Access to information to and for private citizens	
3.		Archiving and retrieval	
4.		Branding: Consistent look, feel and use of plain language to promote ease of use	
5.		Build in flexibility - "change"	
6.		Coordination of information holdings and access to such holdings, central and de-central control	
7.		Correction measures and procedures	
8.		Data and information standards	
9.		Deficiency reporting and problem resolution	
10.		Delegating/empowering rights to release information	
11.		Duplication of information	
12.		Establish direct access points (considering the directives under the privacy policy)	
13.		Establish information formats and access	
14.		Information release protocol and procedures	
15.		Links – Web sites (External private and public sites)	
16.		Maintain historical information in usable format and physical capability to retrieve archived information	
17.		Managing information release and access	
18.		Public ability to access information with regard to disabilities, literacy, language, technology and equipment	
19.		Public participation and consultation in design and accessibility	
20.		Records management; deleting, retention, determination of what is and can be released	
21.		Security in design and prevention against unauthorized access	
22.		Security; Management and administration (see security in design)	

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	III FINANCIAL AND ECONOMIC ISSUES	
1.	Contracting for services/outsourcing (include disclaimers etc. for lost info., process delays, lags)	
2.	Copyright - who owns information, reproduction	
3.	Cost avoidance productivity improvements and savings opportunities	
4.	Counterfeit Sites	
5.	Determine if and how value is added to information	
6.	Determine who keeps revenues for online sales	
7.	Disclaimers (approach to including and publishing disclaimers)	
8.	Electronic Payment and confirmation	
9.	Electronic Signatures	
10.	Encryption	
11.	Marketing and advertising and sponsorships	
12.	Monitoring for copyright infringement	
13.	Pay per use (user pay) policy – to be coordinated with state regulations and directives	
14.	Permission to use/release/sell information	
15.	Pricing, transaction fees and taxes	
16.	Product development, intellectual property and copyrights	
17.	Resource allocation (HR and equipment)	
	IV CUSTOMER SERVICES	
1.	Appeal	
2.	Connection measures (procedures)	
3.	Customer service needs and response time	
4.	Definition of the Customer	
5.	Determination of customer needs	
6.	Information accuracy and reliability (also include timeliness and information sources)	
7.	Point in time information	
8.	Quality control	
9.	Response time and infrastructure capacity	
10.	Surveys and customer feedback	
11.	Updating and keeping information current	
	V PROJECT ROLLOUT, PILOT PROGRAM AND PLANNING	
1.	Broad public participation/consultation	
2.	Budget Support	
3.	Contracting for rollout	
4.	Employee training	
5.	Meeting Published Standards	
6.	New initiatives and project execution	
7.	Pilot Programs	
8.	Planning and execution	
9.	Prioritization of projects	
10.	Resolution of conflicting regulations	
11.	Staffing and resource allocation	

The Policy Template

Policy – *defined* – "a definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions; a high-level overall plan embracing the general goals and acceptable procedures, a course of action, guiding principle, or procedure considered expedient, prudent, or advantageous."

Policy Statement:
A clear, concise statement of the government's policy. (It may be formed around a course of action the government wishes to take.)

Policy Objectives:
States the end result the policy is trying to accomplish or achieve. For instance, what are the operational outputs, program outputs and/or program effects desired.

Application:
(*Optional element)* Indicates to whom the policy applies, including the legislation that governs applicability.

Policy Directives:
Binding policy requirements which must be followed. Directives are detailed, remove discretion and are subject to audit.

Policy Guidelines:
Non-mandatory recommendations which facilitate discretion and suggest a preferred course of action.

Accountability:
Responsibility for objectives that links policy to the resources/positions responsible.

Monitoring:
Designates who will monitor the policy's implementation, performance and effectiveness.

References:
A list of all related legislation and other policies that should be consulted or implemented in conjunction with the policy.

Appendices:
Mandatory technical details; specialized glossaries; and other relevant additional information.

Legal Implications:
Addresses laws or ordinances that relate to the policy or new laws that are needed to enable the directive.

Policy recommendations

Customer Service Policy

Effective Date:
To be determined.

Policy Statement:
In setting the policies, process and procedures for the concept and practice of e-government (electronic government) within Miami-Dade County, the customer shall be defined as any user of the services provided via electronic means. Customers are the citizen, business, employee, non-profit, community-based organizations and governments interacting with Miami-Dade County on a limited or continued basis and are the reason for and impetus to implementing e-government. As such it is the policy of Miami Dade County that the customer be considered in every aspect of e-government.

Policy Objectives:
The objective of this policy is to ensure that the customers served by Miami-Dade County are able to reliably, effectively and comfortably interact with this government via electronic technology by addressing their concerns on a regular and consistent basis.

Policy Directives:
*When considering e-government applications and initiatives, Miami Dade County government will respond favorably to customer needs. Of utmost concern will be building and maintaining the confidence of our customers. To effectively provide information and service, customer needs and feedback will be solicited and considered on an on-going basis during development and design of applications. Regular interface to the customer to garner this type of feedback will be the responsibility of the Communications Department, the Chief Information Officer, Team Metro Director, and county department directors offering services using e-government.

Techniques such as surveys, focus groups and polls will be used to ascertain the most sought after and productive services for this effort. These techniques will also be used to judge the success of various initiatives under the e government umbrella. Customer feedback will provide input to future efforts and enhancement to current information.

*The intent of Miami-Dade County is to add value in providing our customers information. Significant effort will be given not merely to automating existing processes, but to improving and streamlining interactions with county government.

*It is recognized that not all customers will be using the same hardware, software, or technology. It is, therefore, a priority with Miami-Dade County that e government services are provided to reach the broadest customer base possible. Alternatives to provision of service include: Internet; telephone; and hybrid services (i.e., voice mail with U.S. Mail return information). Consideration to the broadest and most available technology will be paramount.

*The County Network Manager in association with the department sponsoring the information will be responsible for planning and ensuring that the infrastructure capacity and system performance is satisfactory and reliable. The certification of provision of services to support the e-government initiatives will be the sole responsibility of the County Network Manager, with approval from the responsible funding source.

*The sponsoring department will be required to authorize and validate the site to ensure resources are available to support the customers requesting service and information offered. For each available application, a published turnaround time on response will be provided to the customer.

*To access e government services, the customer will follow a procedure written in accordance with the laws of the State of Florida and Miami-Dade County.

*It shall be the sponsoring department's responsibility: for the accuracy of the information provided; the currency of the information provided; and the availability of the service offered.

*Miami-Dade County will, whenever possible, provide assistance to customers in effectively using e-government applications, via on-line Help, tutorials, or through educational institutions.

*Miami-Dade County recognizes that a significant number of its citizens do not have regular access to computer related and Internet services. Dade County wishes to enable these citizens with access to e-government through devices located at its facilities visited by the public. (Due to the nature of the work they perform, Miami-Dade Police and Fire Department locations are exempted from this policy.)

Policy Guidelines:
*Regular customer input and feedback regarding development and change of e-government applications will be the responsibility of the Public Information Office of the sponsoring department. Customer feedback will be forwarded to the CIO for appropriate consideration in future design and implementation of applications.

*Customers will be provided a means of asking questions and seeking direction regarding the use of e-government applications.

*The sponsoring department will accountable for providing customer support and service to e-government applications.

*A procedure for retiring and updating information will be the responsibility of the sponsoring department.

*Devices used at public facilities, except at the Libraries or other open access sites, will be confined to e-government applications. An open access site is defined as a place where the public can enter and use technology for their own acceptable purposes, e.g., a student writing a paper, a student surfing the net for homework, a citizen writing a letter.

*Miami-Dade County will investigate and encourage development of techniques to enable citizens customarily used to operating on a cash only basis to access and utilize electronic payment features that will be incorporated in e-government services.

*Where feasible and cost effective, Miami-Dade County, in designing its e-government services, will develop access paths to its e-government services that will allow the greatest number of citizens to access these services with a minimal of technical expertise.

*Miami-Dade County will work with other public, quasi-public and private enterprises to encourage and provide adults with training opportunities in basic computer and technological skills and access for use to enable them to easily transit across the technological and digital divide.

*Whenever possible, the diversity of the community will be considered so that information can be consistently and easily translated.

Contracting for services
Policy Governing External Management Of Government Information
Effective Date:_____   Reference Number: III-1

Policy Statement:
Miami-Dade County Government and its agencies will employ non-government and/or other government bodies to collect, store and manage information. In order to ensure the confidentiality of this information, collection, storage and management of government information by non-government bodies must be in accordance with current legislation and practices adhered to by public bodies.

Policy Objectives:

1. To ensure that agencies/entities other than Miami-Dade County holding government information protect the privacy and confidentiality of such information

2. To ensure that both public and non-government bodies that are providing services to Miami-Dade county or its agents, understand the information management policies and practices of the county.

3. To ensure that contracts between the county, non-government and/or other government bodies contain appropriate provisions covering all aspects of information management, including penalties for violations by contracted bodies.

Application:
This policy applies to all county departments and offices contracting with or doing business with third parties that externally manage, store or collect government data on behalf of Miami-Dade County entities.

Policy Directives:
Whenever Government information is to be collected, stored or managed by a non-government body, a clause specifying applicable legislation and information management policies and practices to be adhered to, must be included in the service contract. These include but are not limited to Administrative Orders, information standards and guidelines governing information.

1. All contracts must include appropriate disclaimer clauses releasing Government from any liability resulting from the misuse of Government information by any outside agency.

2. Every contract pertaining to collection, management and storage of government information by third parties shall state that Miami-Dade County is the owner of the information as described in the county policy on Ownership.

3. All contracts must include penalties for violation of the agreement by contractor, including but not limited to termination of the contract.

4. Individual departments using non-government bodies to collect, store and manage government information are required to ensure appropriate abovementioned clauses are included in service contracts.

Policy Guidelines:
1. The Office of the County Attorney in cooperation with the Chief Information Officer shall prepare clauses for contracts to assist public bodies in developing contracts. These shall include among others, loss of information by the contractor, accuracy and timeliness

of information updates, delays and lags in processing and appropriate inclusion of disclaimers to provide appropriate indemnification of the county.

2. A copy of the information management policies, practices, information technology standards and guidelines of Miami-Dade County shall be made available to all non-county bodies before finalizing service contracts.

Accountability:
The Office of the CIO is responsible for preparation of standard clauses to be used by all public bodies when contracting services from non-county bodies for the collection, storage and management of government information.

Each county government entity that employs or interacts with any non-government or other government bodies to collect, store and manage government information is accountable for the implementation of this policy.

Monitoring:
 The Office of the CIO and the County Manager's office shall monitor this policy as outlined in the Internal Audit Policies and Guidelines.

References:
Freedom of Information Act
Miami-Dade County Code of Ethics for Government Employees
Miami-Dade County Administrative Orders
U.S. National Commission on Libraries and Information Science; Principles of Public Information
Miami-Dade County Information Technology Standards

Legal Implications:
Freedom of information Act
Miami-Dade County responsibilities considering the effects of disclaimers and damages caused by third parties
Information ownership once value is added

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Disclaimer Policy
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Policy governing the use of disclaimers and indemnity clauses when allowing access to county information

Effective Date: _____   **Reference Number: III-7**

Policy Statement:
The Government of Miami-Dade County shall use standard disclaimers and indemnity clauses when providing information to the public.

Policy Objectives:
To minimize the Government of county's liability resulting from the release and dissemination of information.

Application:
This policy applies to all county entities, agencies and third parties providing information for public or private use.

Policy Directives:
1.   All county publications shall include a disclaimer.
2.   All county publications shall include an indemnity clause.
3.   All information externally distributed by the county in electronic format shall include disclaimer and indemnity clauses.
4.   Departments shall determine the need for a disclaimer/indemnity clauses with regard to the disclosure of information in any of the following formats;

> Digitized data
> Electronic -mail
> Facsimile
> Internet
> Memorandum or letter
> Verbal
> Video
> Other means.

5.   The Chief Information Officer and the County Attorney's Office shall develop standard disclaimer and indemnity clauses.
6.   Disclaimer and indemnity clauses shall be included, where appropriate, with information distributed by the county and by third parties working on behalf of the county.
7.   Disclaimer and indemnity clauses where appropriate shall include but not limited to clauses covering loss of information, transaction and transmission delays/lags, information processing delays.
8.   Disclaimer and indemnity clauses shall be placed at strategic areas in the information accessed by the user to maximize the opportunity for the uses to see and/or accept the clauses.

Policy Guidelines:
Disclaimer and indemnity clauses shall include provisions concerning the following:

1.   A third party distributing information on behalf of the county does not imply any warranty or guarantee of the third party's performance
2.   A third party is not permitted to make any claim or warranty on behalf of the county
3.   If a third party distributes information, the county disclaims all responsibility for any warranties made by the third party
4.   No warranty shall be given as to the accuracy or comprehensiveness of information

5.   The county is not liable for the miss use or abuse of information by a third party
6.   Indemnify the county against any liability or damages caused by use of the information provided by the county or by using county resources
7.   Other clauses necessary to transfer the responsibility for ensuring the ultimate accuracy and usefulness of the information to the user of that information

Accountability:
The Chief Information Officer or designee and the County attorney are accountable to develop appropriate standard clause for inclusion with county information.

All county departments, offices and their agencies are responsible for including appropriate disclaimer and indemnity clauses with information to ensure the county is properly protected against claims.

References:
Miami-Dade County policies on Accessibility and Design Standards
Miami-Dade County Standards for Information Technology
Policy on Contracting for Services
The Freedom of Information Act

Legal Implications:
Freedom of Information Act
Miami-Dade County responsibilities considering the effects of disclaimers and damages caused by third parties
Information ownership once value is added
Privacy Act

Electronic Commerce policy

Effective Date: _____   Reference Number: III-3

Policy Statement:
All pertinent county legislation, regulations, policies, procedures and business practices must facilitate electronic commerce. Electronic commerce is defined as facilities and provisions necessary to establish and operate a business in an electronic environment. It includes:

- Business relationships with partners and financial institutions
- Establishing and sharing procedures and standards
- Handling transactions electronically
- Electronic signatures
- Providing, sharing or exchanging bulk electronic data;
- Setting and charging fees
- Contracting for services
- Date security

Policy Objectives:
1.   Increase services to the public by increasing information delivery options.
2.   Encourage business opportunities in all areas of the county to the benefit of all county citizens.
3.   Increase the opportunities for the county to benefit from the information economy.
4.   Eliminate barriers to electronic commerce that are present in existing legislation and regulations
5.   Promote electronic commerce through new legislation.
6.   Increase the efficiencies of county financial services.
7.   Encourage cost reduction, cost avoidance and increase productivity.

Application:
All county entities and their partners involved in the development of electronic government, electronic commerce and legislation.

Policy Directive:
1. Eliminate duplication in the delivery of electronic information or services.
2. Consult with and cooperate with partners to provide electronic access.
3. Design all information services and products for electronic delivery.
4. Ensure all new legislation and regulations facilitate electronic commerce.
5. Revise old legislation and regulation to facilitate electronic commerce
6. Work with state and federal authorities to revise old legislation to facilitate electronic commerce.

Policy Guidelines:
1. Provide county owned/held information in electronic format that meet customer requirements.
2. Use incentives where applicable to encourage customers to obtain information electronically.
3. Develop capability to allow the customer the option of having one account for all government financial transactions.

Accountability:
The County Manager's Office and the County Attorney are responsible for ensuring that all legislation facilitates electronic commerce.

Appropriate county departments (including Finance, General Services Administration, Procurement and proprietary departments) are responsible for coordinating the procurement process and its systems to facilitate electronic commerce and improve the efficiency of county financial services.

Departments are responsible to work together to ensure all information services and products are designed for electronic delivery and to minimize duplication of services and technology. Departments and their agents are accountable for applying the policy.

Monitoring:
The county Auditors (internal and external) are responsible for auditing electronic commerce systems.

The Office of management and Budget and the Finance Department shall monitor financial systems.

References:
Freedom of Information and Protection of Privacy Act
Pay per use Policy
Pricing, transaction fees and Taxes Policy
Information and Technology Standards Policy

Use of revenues from electronic commerce

Policy governing the use of revenues generated from electronic/commerce electronic transactions

Effective Date: _____   Reference Number: III -6

Policy Statement:
Revenue derived from county electronic commerce activities shall benefit county residents through any initiative to supplement county budget, improve service delivery, increase access to improve infrastructure.

Policy Objectives:
1.   Increase access to the Internet or other electronic information sources to allow citizens to derive social, economic, educational or other benefits.
2.   Decrease inequities of access to online information by supporting programs aimed at reducing the cost of access, building infrastructure, developing and maintaining networks and databases.
3.   Increase access to electronic information for persons with special needs for access.
4.   Increase the quality and speed of service delivery to the public

Application:
 Incomplete

Policy Directive:
1.   The county shall create an e-government Development fund into which a portion of all net revenues from electronic commerce must be transferred. The fund shall be used for projects that further the policy objectives stated above.
2.   The CIO and the Office of Management and Budget must approve all projects to be financed as a whole or in part from this fund.
3.   Payments earmarked for the fund must be automatic and done at the time of the transaction. At the end of the accounting period (month, quarter etc.) each department must remit the applicable amounts to the fund.
4.   Automatic deduction may be waived where departments adequately justify that an exemption is warranted.

Policy Guidelines:

A budget committee shall be appointed to set and revise the amount of deduction departments pay into the fund on an annual basis.

Even after having qualified for financing from the fund, departments may also receive funding from other sources.

All fund surplus should carry into the next fiscal year.

The development fund shall not be used to provide financing to other jurisdictions, political or educational organizations, industry or business. However, these groups and businesses may be partners/contractors on any given project within consistent with the county procurement guidelines.

The primary use of the fund is to supply startup capital and not for ongoing operational expenses.

The budget committee shall develop criteria for judging the merits of the funding requests.

Accountability:

The Department of Finance will set up and financially manage the fund, including the short-term investment of excess funds. Any interest accrued from investments should be returned to the fund.

A Budget Committee with representatives from the ITD, the Office of the CIO, the Office of Management and budget and selected departments will evaluate proposals and awarding the funding.

Department will make proposals for the use of funds, adhere to accepted accounting standards for recording and accounting for funds and return unspent amounts to the Department of Finance to be reinvested.

Monitoring:

The policy will be reviewed every five years to evaluate its objectives, set new targets or determine if the fund is still required.

The county Internal Auditor shall be responsible for auditing the fund.

References:

Incomplete

Government Information Held for Trade

Effective Date:_____   Reference Number:????

Policy Statement:
Miami-Dade County will undertake a policy to pursue opportunities to trade government information holdings to:
- Derive added value from its information holdings
- Foster growth of the information industry in Miami-Dade County
- Generating revenues from trading information
- Reduce and/or recover) some or all of its information processing costs

Policy Objectives:

1. To promote efficiency and improve in the economy through the use of electronic information services in business
2. To establish guidelines for identifying and providing access to traded information.
3. To increase non-tax revenues for the county government
4. Place the costs of access and use of government-held information for non-government purposes on the information user

Application:
All county departments, its agents and contractors/partners.

Policy Directives:
County departments, agents and offices wishing to sell or otherwise trade in information shall:

1. Have authority to provide the information, the service, rights or privileges that may be involved in the venture.
2. Ensure that the information is publicly available information with no privacy, copyright, confidentiality or other restrictions.
3. Ensure that disseminating the information is not inconsistent with, or contrary to, the purpose for which the information was collected.
4. Endure that the appropriate disclaimer and indemnity clauses are included.
5. Audit its information holdings as outlined to determine the full extent of the information available for trading.
6. Must trade information at a reasonable price consistent with market value and actual county cost of operations.

Policy Guidelines:
Each county department and their agents should examine and review data and information in raw or finished form that could be made available to the information industry. Sufficient detail about data or information that may be traded should be published to enable users to know the general content.

It is the responsibility of the purchaser to request information concerning acquisition of any part of that data or information.

The department or agent that acts as the prime or original holder of the information shall be the leading agent in any price and access negotiations with the information purchaser and also act as coordinating for information holdings utilizing subsets of the information.

Where an established market exists for county-held information available for trade and already traded by departments, then departments should charge a reasonable price within the limits allowed under current county, state or federal pricing regulations.

In cases were information is available for trade but which was not been previously traded, charges must be a reasonable market rate or as dictated in county, State or Federal pricing regulations.

The transactions should not inhibit in any way the easy exchange and sharing of data among departments or create undue hardship for persons with special needs.

Departments may also consider free and/or in-kind arrangements for data transaction are within the best interest of the county.

Licensing agreements and contracts shall protect county copyright and intellectual property rights on all information provided.

Departments shall <u>only</u> introduce their own electronic information product or service in competition with existing private sector products or services if it is in the public interest to do so.

Revenues realized from the sale of information are to be returned to the program which produced the information after the appropriate deductions are made for the Development fund. If a surplus results, the revenues may be diverted to other programs operated by the department or to the Development fund.

Accountability:
Each department involved with trading information is responsible for ensuring that revenues are applied to the program and the Development fund as appropriate. This may also result in a reduction of the budget demands on the general fund.

Monitoring:
Audit and Management Services is responsible for auditing transactions and the office of Management and Budget will provide oversight.

The Department of Finance is responsible for developing, maintaining and enforcing directives and guidelines concerned with accounting procedures to be followed for the receipt and processing of revenues.

References:
Freedom of Information and Protection of Privacy Act
Copyright and Intellectual Property Policy
Electronic Commerce Policy
Information Ownership and Value Added Policy

Accessibility – Availability of information

Policy Statement:

Miami-Dade County shall make a broad range of information and services available to citizens through private and secure electronic use of the Internet.

Policy Objectives:

➢ Provide "one-stop-shopping" access to county information and services;
➢ Develop a site-wide search function that is standardized across Departments.
➢ Insure currency of information and high-quality content.

Policy Directives:

➢ Develop a Style Guide for the use of agencies implementing Internet functions to cover design criteria affecting interagency transfer and public use of primary source documents

➢ Appoint an oversight committee composed of staff of agencies participating in the e-government initiative to insure compliance across all Departments with county Style Guide Criteria; committee membership to include both IT staff and PIO staff

Accountability:

➢ Establish a compliance policy or administrative order providing authority for the oversight committee to make determinations on the compliance or non-compliance of Departmental initiatives and permit exceptions to the Style Guide provisions when needed to meet the policy objective

Monitoring:

➢ Establish a compliance procedure providing for oversight committee review of Departmental initiatives

References:

➢

Appendices:

Legal Implications:

Accessibility – Equal Access

Policy Statement:
It is the policy of Miami-Dade County to insure that all of its information services, including web sites and all government functions that are available to the public or employees through the Internet or the Intranet, or individual networks, provide effective communication for as broad a range of users as feasible.

Policy Objectives:
To insure that all Miami-Dade County programs, web sites, e-government functions, and employee information programs are, to the fullest extent feasible, developed and maintained in a format that is accessible, that is convenient, and that provides effective communication to all people including:

People with disabilities including, but not limited to, people who are not able to view graphics, people with low vision, people who do not have color perception, people who are not able to hear, people who are hard of hearing, people with cognitive disabilities, people who use adaptive equipment like mouth sticks and specialized keyboards, people who are not able to tolerate flashing symbols.

People using older or inexpensive technology.

People using new technology including palm top computers, palm pilots, and cell phones.

Application:
This policy applies to all Internet, Intranet and network functions including web sites and e-government applications and employee information programs, directly by Miami-Dade-County or on behalf of Miami-Dade County.

Policy Directives:
Wherever possible, the information in accessible format shall be integrated, rather than duplicated on a different page, to decrease the likelihood of information that is not in accessible format being updated when the information in accessible format is not.

All web sites shall be planned and reviewed to facilitate navigation through the site with a screen reader and with keystrokes.

Decorative graphics may be used only where they do not limit utilization of the web site.

Graphics shall not be used to convey information unless text is also used to convey the same information. Exception: Graphics may be used when the information cannot reasonably be conveyed in another manner, as might be the case with complex maps, plans etc.

Audio shall not be used to convey information unless text is also used to convey the same information. Exception: Audio may be used when the information cannot reasonably be conveyed in another manner.

Before being used by the county, all new applications, tools, formats etc. shall be evaluated to insure their compliance with the county's policies on accessibility.

It shall be the policy of Miami‑Dade County to comply with all of the requirements of the ADA, with the exception of those rare times when

technological limitations would require a method of compliance that would diminish services to others without providing a higher level of service to people with disabilities. For example, if it is not technically feasible to provide particular information except in a graphic or audio format over the Internet, the only way for the county to be in strict compliance with the ADA would be to not provide that information to anyone over the Internet. This exception recognizes that denying convenient and timely information to everyone as a means of ADA compliance provides no benefit to anyone, other than providing incentive to find ways that the information can be provided in an accessible format. This exception must be regulated carefully to insure that it is applied only where technical feasibility has been carefully explored, and to insure that there is an ongoing incentive to find ways that the information can be provided in an accessible format. This exception in no way relieves the county from the obligation to make its programs accessible by providing the same information in another manner that is accessible.

Accountability:
The CIO shall be responsible for the implementation of this policy utilizing the resources of ITD, Communications Department, the Office of ADA Coordination, and outside contractors.

Monitoring:
The CIO shall also monitor the implementation of the policy.

References:
Standards adopted or developed to comply with this policy shall, at a minimum, meet the requirements of the Americans with Disabilities Act. At this time, the WEI standards are the recommended standards.

Appendices:
The CIO, the e-government Committee, ITD, Communications Department, and the Office of ADA Coordination shall determine specific standards and procedures to be used to implement this policy.

Branding, Design and Ease of Use

Policy Statement
The county will create, adopt, maintain and enforce the use of a Style Guide that will include the following policies, procedures and guidelines governing the creation, maintenance and use of county web pages, as well as templates to be used for the publication of information on the county web site.

Policy Directives
- Primary responsibility for development and maintenance of the county Style guide will reside in the county's Communications Department.
- A Steering Committee will be formed to review and provide policy guidance in the creation of the county Style Guide, as well as to address any requests for exceptions to the county Style Guide. This Steering Committee should be comprised of representatives from the Office of the CIO, Communications Department and the Information Technology Department. Representatives from county agencies will be asked to participate in this group, based on the subject matter addressed.

Accountability:
Departments will be held accountable for adherence to the county Style Guide. Requests for exceptions to the Style Guide must be submitted to the Communications Department.

Monitoring:
The county's Communications Department will regularly monitor the county's web site to ensure compliance with the county Style Guide. Prior to release, all new web pages will be tested to ensure that policies outlined in the county Style Guide are in compliance.

References:

Appendices:

Legal Implications:

Funding/cost considerations:
The Communications Department has been funded to provide resources necessary to publish and maintain a content style guide.

Pilot projects for e-government

Policy Statement:

Before new initiatives for e-government are started, pilot programs will be used to test the application of technology, its impact on government operations and its effectiveness in delivering services to the public.

Policy Objectives:

This policy will establish the criteria for supporting and prioritizing Pilot Programs. These programs will help to create models of "Best Practices" which can be used by other departments to improve government operations. The success of the Pilot Programs will help to justify the changes that will be needed to reengineer existing business practices in order to have the greatest positive impact on service delivery.

Application:

This policy applies to all county departments, offices, agencies, boards, councils and other such entities that represent the various parts of, or act on behalf of Miami-Dade County government.

Policy Directives:

All pilot programs must have the written approval of the Miami-Dade County Chief Information Officer (CIO) or designee prior to the releasing of funding by the Office of Management and Budget.

The CIO will weigh an assessment of risk against the impact on business to determine the value of each proposed pilot program. Both business and technological risks shall be assessed.

Technological risks shall be assessed on the degree to which the technology is stable, the technical skills and practices are in place and the complexity of the design. Business risks shall be assessed on the degree to which failure will impact the business, the cost of the program, and the magnitude of change that the new system will impose on users. The assessment must also include consideration for the number of departments that will be affected, the number of departments that must participate in order to prove the value, the level of executive support, comprehensiveness of the work plan for the entire project lifecycle and the expected time it will take to complete the project.

Value may be financial, strategic, or justifiable enabling intangible. New initiatives shall be measured on the degree to which they support county goals, appropriately use technology for both the department and the county as a whole, impact productivity, improve customer service, can demonstrate a positive return on investment and can realize savings.

The CIO will establish a mechanism to identify the type of projects that should be considered for Pilot Programs and a timeline outlining expectations. This process may also require the involvement of citizens, non-profit organizations, businesses and other government entities to provide input and feedback on the areas of greatest concern. Whenever possible, the "Best Practices" of other e-government and e-business systems should be identified for their applicability to Miami-Dade County.

Policy Guidelines:

Pilot programs should:

Limit their scope to functions that can produce results in a short period of time with minimal impact on existing systems

Identify measurable objectives for test purposes

Identify obstacles to success including existing restrictions, constraints and laws
Have a comprehensive work plan for the entire project lifecycle
Make provisions for future growth and expansion through scalability and interoperability.
Include a communications program to target the desired audience, and especially, early adopters
Provide links to related agencies and jurisdictions
Provide for timely response to customers
Identify their relationship to both business and governance
Provide a schedule for frequency of updating
Insure that all applications comply with the policy requirements for accessibility.

Accountability:
The CIO will be responsible for the implementation of this policy. Each Department Director or other such chief executive will be responsible for identifying potential Pilot Programs and submitting justifications to the CIO.

Monitoring:
The County Manager will monitor the policy's implementation, performance and effectiveness.

Legal /Legislative Information

Throughout the Working Group's progress, legal advice was requested of the County Attorney's Office. The questions posed and their associated opinions are included below:

To: *Jenny Deblois,*

From: *Cynthia Johnson-Stacks, Assistant County Attorney*

Date: *October 7, 1999*

Re: *E-Government Legal Issues*

You have asked for my legal opinions as follows:

Question: Are there any legal issues regarding the county using magnetic media instead of optical media for storing information electronically? A few years ago, people doing document imaging preferred optical media because of the ability to write data only once, but read it as many times as you wanted to; the original document that was "burned" into the optical disk could not be modified. Electronic document management systems of today have extensive security and auditing capabilities to prevent or track changes to documents. So, can the county decide what is the appropriate media in which to store information, or are there any specific regulations we must abide by?

ANSWER: The county may decide as a policy matter whether to use magnetic media or optical media for document storage, as long as reasonable safeguards are taken to avoid alteration of public records.

There is no specific reference in the Public Records Act regarding the use of magnetic or optical media for data storage. However, the Public Records Act in a number of instances evidences the Legislature's intent that unaltered public documents should be available for inspection, examination and duplication and generally should not be modified unless confidential or exempt provisions are deleted as authorized by law until such time as that document can be lawfully disposed of. This intent to safeguard against alterations of final documents is evidenced by statutes including the statute requiring all public records to be kept in the building in which they are ordinarily used, unless a specific chain of custody is utilized when needed repairs are made *See* Fla. Stat. Sec. 119.031. Additionally, public records custodians are required to provide safeguards to protect the contents of public records from unauthorized remote electronic access or alteration. *See* Fla. Stat. Sec. 119.085.

The determination of the format to maintain public records has been recognized by the Florida Attorney General's office as a policy decision which may be made in consultation with the Division of Library and Information Services of the Department of State. Opinion of the Florida Attorney General, 96-34.[1]

Question: When placing information on the Internet, does the county have to put all information on the Web or can it put a subset of the information and then provide additional information to individuals that request it? Using the properties information as an example, is it OK to exclude information such as the owner's name and then provide that information to any and all individual who requests it? The county plans to put property information on the Internet that includes the owner's name, address, property address, sales and tax data.

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[1] Although Fla. AGO 87-11 involves other legal issues, it mentions that personal property assessments were contained on magnetic computer tapes.

There are two reasons for this question regarding excluding some information on the web, unless specifically requested by an individual, -- one has to do with the privacy and security of the public and the other has to do with the possibility of being able to provide value-added information services at a cost to companies.

ANSWER: There is no authority that requires all of a county record to be placed on the Internet. The "entire" record will still be available for typical public records requests and would satisfy the requirement that public documents be available for inspection. *See* Fla. Stat. Sec. 119.01(3)(automation of public records must not erode the right of access to those records). Also, for your information Fla. Stat. Sec. 119.085 provides the authority for entering into contractual arrangements by which the county could charge a fee including direct and indirect costs for remote electronic access to county records, such as property appraisal records.

Question: are there any rules, other than those for people in law enforcement, that protect the confidentiality of citizens? If so, how do they apply to putting information on the Internet?

ANSWER: There is no generalized right of privacy for personal information contained in a public document. *See Shevin v. Byron Harless, Schaffer, Reid and Associates, Inc.,* 379 So.2d 633 (Fla. 1980). The Florida Constitutional provision providing a right to privacy expressly does not limit the public's right of access to public records. *Forsberg v. Housing Authority of City of Miami Beach,* 455 So.2d 373 (Fla. 1984). Depending on the information placed on the Internet, there might be statutes which exempt certain information from disclosure or make it confidential. That determination would have to be made on a case-by-case basis.

Question: What rules/regulations apply to the county regarding the retention of email? Are there any regulations similar to the Department of State Regulations that apply to the county? See (http://dlis.dos.state.fl.us/barm/email.htm).

ANSWER: The county is one of the agencies whose public records' disposition is regulated by the State. *See* Fla. Stat. 119.011. Thus, the regulation that you gave me would govern the county. Please feel free to contact the Department of State directly for any further questions.

Question: We know that Chapter 119 of the Florida Public Records law states that people in certain occupations are exempt from inspection of information such as home address, telephone, etc. Who is responsible for maintaining the confidentiality of personal information for Miami-Dade police officers and fire fighters? Is it the responsibility of the county to make sure this information is not made available to anyone, or must the employee submit a written request for requesting that this information not made available to the public?

ANSWER: The county records custodian has the statutory obligation to assert the confidentiality of specified personal information on behalf of the county's active or former law enforcement personnel, including correctional and correctional probation officers, and firefighters certified in compliance with Fla. Stat. Sec. 633.35. Fla. Stat. Sec. 119.07 (2)(a) and 2(i)(1). Any other governmental agency other than the county is required to maintain the confidentiality of such personnel upon their written request. *See* Fla. Stat. Sec. 119.07(2(i)(2).

Question: What disclaimer(s), if any, would you advise be placed on the county's web site. We are concerned that, because information can sometimes change faster than we can update the web site, we may at times provide outdated or inaccurate information.

ANSWER: Certainly, some waiver statement which summarizes the concerns in your question would be advisable for the benefit of the general public. Other issues you have discussed in your group which aren't legal issues may be appropriate to include or address. Have you considered whether to make alteration of county documents a misdemeanor? Also, it might be a good idea to survey other jurisdictions which provide goods, services, and data via the Internet and review their waivers and disclaimers which might be based on valuable experience.

You might also mention that due to efficiency limitations all county records remain available for inspection, examination, and duplication by any person desiring to do so, at any reasonable time, under reasonable conditions, and under supervision by the custodian of the public record or the custodian's designee, unless such records are protected from disclosure by applicable statutory or constitutional exemptions or confidentiality requirements, pursuant to the provisions of the Florida Constitution and Chapter 119 of the Public Records Act. Please feel free to send me the final proposed disclosure for review after you have written the disclosure.

Question: Are there specific materials or rulings that apply to the State or the county concerning privacy that would guide the county when deciding what information to place on the web or to make available electronically?

ANSWER: Unfortunately, confidentiality requirements could be contained in federal laws and regulations as well as in state laws and regulations. In addition to your own review of the listed exemptions in the 1999 Government-in-the-Sunshine Manual, published by the First Amendment Foundation (1-800-337-3518), the departmental staff and individual Assistant County Attorney's who advise the various departments seeking to have information placed on the Internet should have a working knowledge of the applicable confidentiality and exemption statutes. I would recommend that those persons be consulted prior to making a final decision as to which county information is confidential or exempt.

Finally, in my research I discovered Senate Bill 1420 (http://www.leg.state.fl.us/) pending in the Florida Legislature which relates to governmental technology and directs provision of certain governmental products and services to be made available on the Internet. It would be advisable for your group to review this bill and be prepared to provide any input while the bill is pending before committee. Any comments approved by the CIO can be given to the county's legislative liaisons in my office and the County Manager's Office.

To: Jenny Deblois, Office of the CIO
From: Cynthia Johnson-Stacks, Assistant County Attorney
Date: March 7, 2000
Re: Questions for Legal re E-Government

This is our opinion in response to follow up questions presented to the County Attorney's Office.

Question: We need information about liability issues. For example, who is liable when inaccurate information is inadvertently provided to a person via the Internet or when a person goes to a department and gets inaccurate information?

There is little to no case law addressing this question and no statutory guidance. In the one case I found after a nationwide case law search, an appellate court held that there is no statutory right to accurate government information on the Internet. *Skelton v. Martin,* 673 So.2d 877 (Fla. 2d DCA 1996). In that case, a good faith purchaser of property was misled by a computer screen, which erroneously omitted to indicate delinquent taxes resulting in a valid tax deed sale of the property prior to recording of a good faith purchaser's deed. The opinion in this case noted that the official records, which would have given notice to the good faith purchaser of the existence of delinquent taxes, were not alleged to be inaccurate or incomplete. If our local courts follow this case, they should hold that if the underlying records are available and correct, an inaccurate web site record should not result in the imposition of liability on a government (assuming no statute imposes liability and appropriate waivers are in place).

Whether a department would be liable for dispensing inaccurate or incomplete information, depends on the type of information dispensed and whether the inaccuracy rises to the level of negligence. All mistakes don't necessarily rise to the level of negligence. To hold the county liable for negligence, it must be demonstrated that the governmental entity owed the specific claimant either a "statutory" or "common law" duty of care that was breached, and the challenged conduct of the government must involve an "operational" rather than a "planning" level of decision-making. *First American Title Insurance v. Dixon*, 603 So.2d 562 (Fla. 4th DCA 1992). *See also, Trianon Park Condominium Ass'n v. City of Hialeah*, 468 So.2d 912 (Fla. 1985)(Hialeah not liable for negligent building inspection because of sovereign immunity doctrine).

Question: What other liability-related issues should we be concerned about when placing information on the Internet?

We have previously identified several issues, but these are the ones which seem to be the most significant from my reading of various cases:

Disclosure of confidential, exempt information
Use of copyrighted or other protected information without permission
Deciding whether to provide links to other sites from a county web site and if so decided, which links should be provided
Publishing defamatory information

In your discussions with other governments, if you find other issues that have arisen, please let me know.

Question: If the county provides information to someone who turns around and sells the information (with or without making enhancements to it) and the information turns out to be

inaccurate, who is liable? Does it make a difference if the county knew that we were providing this information to a commercial venture, instead of to an individual, and intended for that individual's use only?

See answer to question 1.

Question: Should the county copyright its web site? Below is an email from a webmaster re: copyrighting web sites. Please comment on his statements.

From: Rich_Lovett@kcmo.org [mailto:Rich_Lovett@kcmo.org]
Sent: Friday, January 14, 2000 1:55 PM
To: webmanagers@pti.nw.dc.us
Subject: Re: Fwd: Copyrighting of municipal government websites

Bob,

In my opinion, all cities should copyright their entire web sites, because in our experience a lot of other agencies want to use our material on their pages. With a copyright notice, you have some way to control who does what with your stuff.
There is no cost to declare a copyright, and no paperwork to fill out. The mere act of creating a document establishes a copyright under U.S. law. Adding a copyright notice to the web site or the document is a good idea, but not required. Only if the copyright is violated and you wish to enforce it do you need to file a copyright form with the Copyright Office, and you can do   that   after   the   violation   occurs.   See ftp://ftp.aimnet.com/pub/users/carroll/law/copyright/faq/

Richard Lovett
Webmaster, City of Kansas City, MO

I don't see any downside to pursuing the copyrighting of the county's web site. It should provide additional protection from those persons who might want to utilize a likeness of the county's web site to further private interests.

Current county computing environment

Mainframe	Client/Server
Hardware/OS	
IBM 9672-R35 (OS/390) IBM 7017-S7A (AIX)	ALPHA RUNNING UNIX ALPHA & INTEL RUNNING WINDOWS NT INTEL RUNNING NETWARE ALPHA RUNNING OPEN VMS
Software	
9672-R35 OS/390 Version 2.4 (to 2.7 in 7/2000) TCP/IP V3 R2M0 CICS/VS V2 R1M2 CICS/VS V4 R1 ISPF V4 R4 (TSO Apps.) IDMS 14.0 ORACLE/MVS 7.3.3 ADSM V3 R3 M1 RACF V2 R4 M0 (Data Security) **7017-S7A** AIX 4.3.2 TCP/IP 4.3.2 ORACLE 8.0.5	ORACLE DATABASES TIFF IMAGES ESRI ARCINFO COVERAGES ESRI SHAPEFILES ORACLE Rdb 7.0-12 Smartstar 7 ORACLE 8.0.5 C++ SQL Server 6.5 and 7.0 Sybase Adaptive Server Anywhere MS Visual Basic 6.0

Personal Computers	Web / Applications Servers	Current Web Tools
INTEL RUNNING NT CLIENT/WIN 95/WIN 98 McIntosh	IIS 4.0 and FIREWALL I Apache IBM HTTP Go Domino Web Server	*Opal* MS Visual Interdev MS Visual Basic MS FrontPage *Attachmate *Jasmine *Oracle WebDB

- currently under development

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ACCESS:
Tool(s) that have the capability to access data in multiple systems residing in the following environments:
- *Mainframe Databases and*
- *Server-based Relational Databases*

PRIMARY FUNCTIONS:
Offer capability to perform the following functions; web-enable existing legacy systems and produce new multi-platform applications:
- CREATE AND MAINTAIN STATIC PAGES (currently, the County uses Microsoft "FrontPage" for this purpose)
- INQUIRY (simple and complex)
- UPDATE
- CREATE/MODIFY/DELETE/PUBLISH ELECTRONIC FORMS – Specifically,
  1) Maintain an inventory of electronic forms.
     2) Provide static forms to be filled out by the public.
  3) Provide interactive (on-line) forms that electronically capture user information.
- INTELLIGENT TARGET ADVERTISING CAPABILITIES (based on user input)
- E-MAIL CONECTIVITY (presently, the County utilizes the Microsoft Exchange Server 5.5)
- ABILITY TO CREATE AD-HOC STATISTICAL AND OTHER REPORTS
- ELECTRONIC DATA INTERCHANGE (EDI)

GENERAL REQUIREMENTS:
Explain how each tool/solution addresses the following requirements:
- SCALABILITY - To support a growing number of users and transactions
- RELIABILITY AND AVAILABILITY - To support 24-hour by seven-day operation.
- PERFORMANCE - Able to handle higher hit rates without degrading the acceptable response time.
- AMERICAN with DISABILITIES ACT (ADA) guidelines compliance.
- BROWSER independent.
- LIMITED USE OF PLUG-IN TECHNOLOGY
- AIMED TO MEET MINIMAL USER CONFIGURATION
- SUPPORT PORTAL STRATEGY

E-COMMERCE RELATED ISSUES/REQUIREMENTS:
There are issues specifically related to the capability of doing E-Commerce, explain how the tool(s) handles the following issues:
- CAPABILITY TO CHARGE FOR SERVICES via a credit card.
- TRANSACTION RELATED FEES (IF ANY):
  1) Free access
  2) Transaction/convenience fees
  3) Subscription fees
- SECURITY:
  1) Prevent unauthorized access to County databases
  2) Compatible with ITD's Firewall (FIREWALL I)
  3) Support for "Secure Sockets Layer (SSL)" encryption and authentication (use of the 128-bit data encryption key)
  4) Resistant to hacker, virus and worm attacks
- DIGITAL SIGNATURE
- INTERFACE OF THE E-COMMERCE COMPONENT WITH VOICE RESPONSE (VRU) SYSTEMS

SOFTWARE TOOL KIT REQUIREMENTS:
Recap your available tool kit and explain how it will be used to design, develop, test, modify and publish WEB applications.
INFRASTRUCTURE:
Specify the hardware and communications infrastructure required to use your tool(s).
TRAINING:
The vendor must provide training, related with the software tools utilized to deliver their product.
CONSULTING SERVICES:
List consulting services available and detail costs per hour.
SUPPORT SERVICES:
Address the following issues:
1) Is the support/maintenance charges based on a percentage of the investment? If "yes", detail the percentage.
2) Provide a five-year maintenance plan with associated costs.

COSTS:
Detail pricing policy and costs.

WARRANTY:
Specify the product(s) available warranty.

Vendor Contacts

Blue Stone	**Client Soft**	**Documentum**
IBM	**Identitech**	**Information Builders**
Microsoft	**Oracle**	**Plumtree**

Vendor Summary

BLUESTONE SOFTWARE

Tool Name: Saphire/Web
Category: Application Server
Platform: NT, HP UX, Sun/Solaris, DEC, IBM S/390

- Database access via ODBC, JDBC
- E-commerce through Cybercash transaction Monitor
- Hooks for e-mail
- Interfaces w/Tivoli
- SSL security
- Client server model
- Browser independent
- XML business rules
- Total e-business content management
- Offers statistical reports
- Supports Java, Java Beans, EJ Beans
- Not clear on how it accesses mainframe data (other product required?)

CLIENTSOFT
Tool Name: Clientbuilder Webpack
Category: Screen scraping
Platform: NT (TCP/IP or SNA)

- Intelligent screen scraping
- Access to databases via ODBC, COM, DCOM, XML, API or CORBA
- Browser independent, no plug-in applet or Java dependency
- Digital signature as image
- Capable of using 128-bit SSL (Secure Socket Layer) technology
- No ad-hoc/status report capabilities
- No content management
- Offer proprietary development tools
- Support 3rd party development tools

DOCUMENTUM
Tool Name: 4I
Category: Document/Content management
Platform: NT

- Browser independent / no plug-in
- No statistical reports
- Require EDM/Application Server
- Primarily a document management/content tool versus a web development tool

IBM

Tool Name: WebSphere, Visualage for Java, Host Publisher, others

- •
- •
- •
- •
- •
- •

Category: e-government enterprise solution
Platform: Multi-platform, except Open/VMS

- Access to database via ODBC, JDBC
- Ad-hoc and analysis capabilities
- EDI support via XML
- Voice response support
- No plug-ins required. IBM's approach is server side (as opposed to client side)
- Host Publisher tool for screen scraping
- ADA compliant
- E-commerce solution via IBM Payment Server
- Strong security via support of SSL, and other technologies
- White papers available on IBM tools/development standards at IBM's website
- Complete portfolio of products that address building, running, and managing e-business applications.
- Open architecture
- Web support for CICS (CICS Transaction Gateway)
- Host-On-Demand 3270 emulation from a Browser

IDENTITECH

While Identitech responded to the requirements document, they were unable to provide a presentation to the Tools and Standards Subcommittee.

INFORMATION BUILDERS

Tool Name: Web FOCUS, EDA (Enterprise Data Access) Integration
Category: Integration tool
Platform: Multi-platform

- Access to multiple databases on multiple platforms
- EDA server for IDMS
- Modular design
- E-commerce component
- Supports OLAP services
- Supports all popular web servers
- Web browser independent, no plug-in required
- Produces HTML, PDF, XML and Excel
- Screen scraping technology w/Web390 component
- ISO 9002 certified
- Can deliver information to fax printers and e-mail
- Proprietary language, code not reusable

MICROSOFT

Tool Name: Visual Studio, Site Server, IIS (Web Server)
Category: e-government enterprise solution
Platform: Windows NT

- Access to databases via ODBC, OleDB, ADO
- Content management support via Site Server to submit, tag, approve and deploy
- SSL support
- Statistical reports using the Site Server analysis tools
- Excellent support for e-mail capabilities
- Intelligent advertising/personalization capabilities
- Ad-hoc reports and site analysis
- Strong XML support
- E-commerce support via the order-processing pipeline in Site Server Commerce edition
- Strong ADA compliance
- Tool integration
- Connectivity and interoperability to mainframe environments and transactional capabilities to CICS/IMS via Microsoft's SNA server and COMTI (COM Transaction Integrator)
- OleDB drivers for VSAM files
- Strong website management tools

ORACLE

Tool Name: Web DB, JDeveloper

Category: e-government enterprise solution
Platform: Multi-platform

- Database access via ODBC, JDBC and Oracle Gateways
- SSL support
- No complex database updates
- A viable solution for rapid web application development for departments that already have Oracle database licenses
- Full e-commerce capabilities
- Electronic forms
- Personalization in real-time
- VRU enable
- Complete application packages: iPay, iStore, iBill and Pay
- Complete development tool: JDeveloper
- Additional products available, not all were evaluated at this time

PLUMTREE

Tool Name: Corporate Portal
Category: Web Portal
Platform: NT

- Other web development tools would have to be used for development
- Mainly a tool to create a portal web site
- Open architecture
- Top portal solution according to Gartner Group
- Uses gadget technology for web portal customization
- Uses NT security
- Content is collected via job scheduling

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Application Survey form

Application Survey Results